



EUROPEAN NEWS

Nato urges talks on conventional force reductions

THE imbalance of conventional forces in Europe is "at the core of Europe's security concerns" and therefore early agreement with the Warsaw Pact on the scope of talks on cuts in conventional forces "would be an important step forward", Nato leaders said yesterday.

Bonn faces problems over stake in Airbus

THE BONN Government faces a further uphill effort in trying to restructure West Germany's shareholding in the European Airbus consortium, according to officials.

Pöhl doubts political will for European bank

THE president of the Bundesbank, Mr Karl Otto Pöhl, said yesterday he favoured the formation of a European central bank in principle, but had strong doubts whether governments were ready to give up enough sovereignty for this to happen.

Sweden outlines nuclear plant closures

SWEDEN WILL close two of its 12 nuclear reactors in the mid-1990s and try to make up for this source of electricity through more efficient use of existing energy supplies, the Government said yesterday.

Dutch plan power reforms

THE FRAGMENTED and heavily regulated Dutch power industry will be greatly reorganised to introduce more competition and market forces, under government proposals unveiled yesterday.

EC plan to extend limited liability status

THOUSANDS of small businesses are intended to remove a big barrier to self-employment. It would allow one-man businesses to turn themselves into limited companies, which means the responsibility for any liabilities would fall on the company rather than on the individual running it.

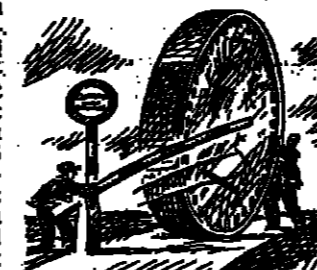
In the fifth of a series, Guy de Jonquieres examines the implications for Switzerland of the end of EC internal barriers

Worried Swiss weigh cost of keeping the Community door open

A RIPPLE of anxiety is spreading across the placid surface of Swiss banking. After decades of prosperity built on a phenomenal ability to attract capital from all over the world, Switzerland is worried that it may soon face a run for its money.

Dr Rolf Ehlers, an economist with Credit Suisse in Zurich. "The Community's attitude is to impose decisions, not to consult," says Mr Jean-Paul Chapuis, president of the Swiss Bankers' Association.

rejected at referendums. However, sensitivities on this score are as nothing compared to the third major issue, bank secrecy. This tradition is not only widely regarded as a constitutional right but also, along with political stability and a strong currency, as a magnet for the foreign capital inflows which underpin its banks' formidable placement power.



are worried that their national laws and regulations may not be accepted by the EC as equivalent to those of its member countries.

Commission task force to vet cross-border mergers

PLANS TO set up a central EC task force to vet cross-border mergers likely to distort free competition were revealed yesterday by Mr Peter Sutherland, the European Commission's responsible for competition policy.

Azerbaijan riot deaths

SEVERAL PEOPLE were killed on Sunday in ethnic riots between Azerbaijanis and Armenians in the city of Sumgait, a Foreign Ministry spokesman said yesterday, Reuters reports from Moscow.

TRAFFORD PARK URBAN DEVELOPMENT CORPORATION

The Financial Times proposes to publish a Survey on the above on MONDAY 18TH JULY, 1988

FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER

LE GRAND HOTEL MAXIMS IN NEW YORK 5TH AVENUE AT 55TH STREET, VERY CLOSE TO PARIS.



OVERSEAS NEWS

Tax cuts, more welfare key to new HK budget

BY DAVID DODWELL IN HONG KONG

TAX CUTS and increased spending on welfare and transport were the keynotes yesterday of the Hong Kong budget for 1988...

Jordan and UK agree on sale of Tornados

BY RICHARD JONES IN LONDON

JORDAN and the UK have reached what was described in London yesterday as a "firm agreement" on the purchase of eight Tornado aircraft...

Politics and prayer meet in Tibet

Robert Thomson examines China's attempts to woo disgruntled monks

A TIBETAN Buddhist festival, blessed by the Communist Party and boycotted by several disgruntled monks, has become a symbol of the uneasy relationship between politics and prayer in China...

Japanese TV goes wild for France

By Carla Rapoport in Tokyo

THE television programme which sold Pope John's Fiat and John Wayne's yacht has decided to move the 200th anniversary of the French Revolution forward a bit...

Iraq extends its missile barrage to city of Qom

BY DUH MIDDLE EAST STAFF

IRAQ yesterday extended its missile barrage against Iran to Qom, the Islamic Republic's main spiritual centre and the home of Ayatollah Khomeini...

S Africa trade surplus falls again to R550m

BY ANTHONY ROBINSON IN JOHANNESBURG

SOUTH AFRICA'S trade surplus, launched a personal crusade to force Western countries, especially Britain, to improve diplomatic relations with Pretoria...

Afghans 'must decide alone'

BY ROBIN PAULEY, ASIA EDITOR

THE question of a future interim government for Afghanistan following the withdrawal of 125,000 Soviet troops is a matter for the Afghans alone and cannot be settled by international negotiation...

AMERICAN NEWS

US manufacturing sector maintains strong recovery

BY ANTHONY HARRIS IN WASHINGTON

REVISED figures for US manufacturing orders and inventories appear to confirm that the strong recovery in this sector is still intact...

available, provide some grounds for caution, since stocks of finished goods rose by more than one per cent from the already high level reported at the end of 1987...

owned houses reported by the real estate industry last month. This fall was almost entirely concentrated in two regions, the south and the north-east...

Panama regime 'has staged off crisis over cash shortage'

BY DAVID GARDNER IN PANAMA CITY

PANAMA has temporarily headed off a cash-crunch by securing funds from unspecified sources, according to senior officials of the Democratic Revolutionary Party (DRP)...

Stewart Fleming on prospects for the US primaries in a state fallen on hard times Bankrupt Texas shies from tackling taxes

"LIFESTYLES OF the Rich and Bankrupt" is the headline on the cover of the latest issue of Texas Monthly. The glossy magazine has traditionally preferred to celebrate the opulent lifestyles of Texas millionaires...

economic change in Texas and the debate being conducted at the national level over government's role in the economy, infrastructure and education...

in the north-east, where the sales pattern is normally highly volatile, and the survey figures are subject to large sampling errors, the collapse of the last two months follows a high reported figure for November...

Vermont boost for Bush

VICE-PRESIDENT George Bush led Senator Bob Dole on Tuesday night in the Republican presidential primary in Vermont...

Mr. Robertson and Rep Jack Kemp put up little effort and lagged far behind the Republican frontrunners. The primary took place on Tuesday night...

Argentina signals shift in oil exploration policy

BY TIM COONE IN BUENOS AIRES

MR JORGE LAPENA, Argentina's Secretary of State for Energy and president of the state oil company YPF, resigned yesterday after a request from President Raul Alfonsin...



# Shultz keeps his foot in the door in search for elusive settlement

**SHUTTLE DIPLOMACY** has long and not always honourable traditions in the Middle East. US Secretaries of State have come and gone, sometimes leaving a footprint in the sand, but more often than not their impact on events has been slight.

In regional capitals, the question being asked this week is whether the mission of Mr George Shultz, the latest US Secretary of State to traverse well-worn diplomatic trails, amounts to anything more than a belated US attempt to convince the sceptics that it does have a Middle East policy beyond almost unconditional support of Israel.

The plegmatic Mr Shultz left the region on Tuesday at the end of five days of fairly leisurely dis-

## Tony Walker analyses reaction to the Shultz Middle East odyssey

course with heads of government, delating that "nobody has signed up for our proposals but everybody wants us to keep working".

Early indications of Mr Shultz's progress in his discussions in Damascus, Amman, Cairo and Jerusalem do not seem to hold out much prospect of his initiative blossoming into a revival of what is referred to these days as the "Peace Process".

as he heads back to the Middle East after his Brussels meeting with President Ronald Reagan.

US officials say, however, that Mr Shultz's aim hitherto has been to sound out opinion before exposing in detail his own proposals and that his efforts should not be dismissed in advance simply because of the difficulties involved. Indeed, the Secretary of State says that he plans soon to state US intentions.

Arab observers have been asking where is the substance of Mr Shultz's plan which broadly envisages a process of accelerated self-rule for Palestinians in the West Bank Strip and agreement on negotiations on the "final status of the territories within a specified time".

In Cairo, Mr Tahsin Basher, a former Egyptian ambassador and spokesman for both late Presidents Nasser and Sadat, said that Mr Shultz had thus far only provided "appetisers".

"Where is the meat," Mr Basher asked, adding that the US official faced an uphill battle in his efforts to persuade a divided Israeli Government to embrace contentious principles that would allow peace efforts to proceed.

Mr Basher said nevertheless that from the Arab standpoint there were some promising elements in Mr Shultz's public statements. These were his pointed references in a speech in East Jerusalem last Friday and in Cairo on Sunday to "legitimate Palestinian rights," and his

apparent firm endorsement of the need to exchange land for peace in occupied territories as the basis of any settlement.

In Amman, a senior Minister said this week that all parties in the region, including the Syrians, were anxious that he should keep talking. The minister was pleased that some of the ideas agreed to by Jordan and the US in 1985 seemed now firmly part of American thinking.

These involved US recognition of Palestinian "legitimate rights," and its acceptance of the principle of a joint Jordanian-Palestinian delegation - including representatives acceptable to the Palestine Liberation Organisation - as a negotiating bloc.

Jordan's efforts to revitalise

the peace process in partnership with the PLO collapsed by early 1986 with King Hussein accusing Mr Yasir Arafat, the PLO Chairman, of reneging on undertakings to endorse UN Security Council resolution 242 which implicitly recognises Israel's right to exist within secure pre-1967 war boundaries.

A sticking point as far as the PLO was concerned at that time was US refusal to endorse Palestinian rights to self-determination without the PLO's acceptance in advance of Israel's right to exist. Mr Shultz, by talking about "legitimate rights for Palestinians," is indicating some flexibility on this issue.

Seen from Cairo and from the East Bank of the River Jordan,

Mr Shultz's problems are not so much with a peace formula suitable to the Arabs as his apparent inability to persuade the two halves of the Israeli coalition Government to agree on a common negotiating position.

The refusal of Mr Yitzhak Shamir's Likud faction to agree either to the principle of an international conference as a means of facilitating a revival of peace efforts or to embrace the notion of territorial compromise is jeopardising Mr Shultz's mission. Officials in Arab capitals are pessimistic about the US official's ability to narrow differences between opposing Israeli groups.

In the meantime, Arab states are seeking to maintain a united stand on an acceptable formula

for peace talks. This includes an insistence on an international conference attended by parties to the dispute, including Palestinian representatives, plus the five permanent members of the UN Security Council, and that discussions focus on a "comprehensive settlement."

Statements in London on Tuesday following a meeting between Mr Shultz and King Hussein reflected continuing Arab scepticism about the US proposals. A spokesman for the Jordanian monarch said that he had "indicated to the American Secretary of State that the elements of these new American ideas required development to correspond with the requirements for a just and durable peace."

Michael Field reports from Syria, a country which cannot be ignored if an Arab-Israeli deal is to be reached

## The power to say 'No'

AS HE FLIES back to resume his Middle East peace mission Mr George Shultz, the US Secretary of State, will be pondering, among other weighty problems, the difficulties of negotiating with Syria.

The Syrian Government has totally rejected the US scheme for limited autonomy, an essential step towards independence for the West Bank and Gaza. But, as Mr Shultz and his predecessors have discovered, forging a workable peace agreement between the Arabs and Israel is virtually impossible without Syria's support.

Syria was the first country that Mr Richard Murphy, the US Assistant Secretary of State, visited when he toured the Middle East earlier this month laying the groundwork for the Shultz mission.

cally important but it does not have any religious significance; the philosophy of the men who run Syria is avowedly socialist.

The generals derive their power from having large elite units or special intelligence organisations under their commands. These armies are as important to the leaders in Lebanon.

President Assad is widely respected as an ascetic man. He does not overeat or drink - he is diabetic - and, as far as one can tell, he has not amassed a large fortune. He is shrewd and patient but he can also be cruel, tough, and preoccupied with power.

Faced with this situation, Mr Mahmoud Zohi, the new Prime Minister, last autumn decided to mobilise the resources of the private sector, which is believed to have anything from \$25bn to \$50bn abroad. It partially opened large-scale agriculture and industry to private investment, authorised investors to keep most of their foreign exchange earnings, and put more items on the list of permissible private sector imports.

Few people outside the Government have faith in these reforms working. Businessmen still feel stifled by state controls, which dictate the types of business in which they may invest, their prices, to whom they may sell, and their employment policy.

The one ray of hope for the Syrian economy is the discovery by Shell of a string of oil fields in the east of the country. Last year, these gave Syria a surplus on its oil trading account for the first time since the late 1970s.

Among some sections of the Syrian intelligentsia there is a feeling that the best policy for the country in the future would be further liberalisation and even privatisation. There are many, even near the top of the Government, the army and the Baath Party, who have a secret admiration for America. Others feel that socialism has failed to create a better society in the last quarter century.

However, the forces opposed to liberalisation are strong. In the final analysis, the President is conservative and is unlikely to allow much tampering with socialism.

If the American initiative does make progress, the Syrian Government is likely to insert itself into the diplomatic game, probably by being obstructive. It will back whichever Palestinian factions reject the move towards peace and attempt to prevent a settlement in the hope that the other parties involved in the pro-

**Syria carries weight in the Arab world. It has a population of 10m, a strong army and is important in a cultural and nationalist sense; President Nasser called it "the beating heart of Arabism."**

cess will listen to its own demands.

These will be for the return of the Golan Heights, which Israel captured from Syria in the 1967 war and annexed in 1981, and for a genuinely independent Palestinian state.

Syria is a country that carries weight in the Arab world. Its political, financial and military support to the Palestinians and its influence in Lebanon gives it considerable say. It is also important in a cultural and nationalist sense; President Nasser of Egypt referred to it as "the beating heart of Arabism."

In the 1950s and 1960s, when it suffered successive coups d'etat, it was the country that other Arab governments fought to have in their pockets. However, since President Hafez Assad seized power in 1970 as a relatively obscure air force commander, it has enjoyed a long period of stability.

Syria has poor relations with America. It is not on speaking terms with Egypt, or with Mr Yasir Arafat of the Palestine Liberation Organisation, and it is the one Arab country which the Israelis genuinely hate - because of its alleged cruelty to Israeli prisoners.

On the other hand it is capable of displaying surprising realism in its foreign policy once its importance is recognised by others as Dr Henry Kissinger discovered when, as Secretary of State, he negotiated a disengagement agreement between Damascus and Israel following the 1973 Middle East war. Despite a heavy dependence on the Soviet Union for

**Inflation is eating away the standards of living of people who were once a part of a modern consumer economy.**

**Official foreign exchange reserves are zero.**

military supplies it pursues a non-aligned foreign policy based on self-interest.

Whatever ordinary Syrians may think of their Government in other respects, they appreciate its tough diplomatic stance because it makes them feel that their country is important.

The Syrian Government's weight would be greater still if its internal policies were more successful. President Assad's regime may have broken the cycle of coups d'etat, but its oppressive rule has stultified Syria's social development. Its economic policies have also driven a once-prosperous country to near bankruptcy.

Since Mr Assad's coup, Syria has been ruled by a group of generals, many from the mysterious Alawite sect, an exotic branch of Shia Islam, whose adherents believe in the divinity of Ali, the cousin of the prophet, Muhammad. The connection is politi-

Some of his generals are of a different stamp. Senior officers trade state commodities on the black market while others have shares in the cultivation of drugs run partly under Syrian army auspices in the Bekaa valley of Lebanon.

In confronting opposition to its rule, the military establishment is ruthless. After two years of a terrorist campaign by the fundamentalist Muslim Brotherhood in February 1982, the Syrian army surrounded a large part of the town of Hama, a Brotherhood stronghold, razed it to the ground, and massacred up to 20,000 people who lived there.

Since then, the opposition has declined. In 1985 terrorist bombings, thought to have been carried out by unco-ordinated Brotherhood cells, killed about 200 to 300 people, but in the past 14 months the attacks have ceased.

Still, at every street corner and outside important buildings - government or private - in Damascus one sees casually dressed guards cradling Kalashnikov rifles. They are members of the various security forces and, as a Damascus resident said recently: "It takes something out of you every time you walk past a youth with a machine gun, and you try to pretend that it is the most natural thing in the world."

Despite the brutality of the Government and the corruption, the Syrian people are friendly and the atmosphere in Damascus is relaxed, unlike Iraq where the sense of oppression is palpable. The Syrian middle classes are easy-going, mercantile people, who travel frequently to the West.

The impression of a fairly relaxed society is reinforced by the glitter of the rich in Damascus. The hotels and restaurants are full of plump, expensively suited men with large Cuban cigars - businessmen, government and ruling Baath Party officials - often with overdressed female companions.

Below this privileged layer of society, the condition of civil servants, professional men and other Syrians living on salaries is bad and deteriorating. Inflation is eating away the standards of living of people who were once a part of a modern consumer economy. Many people are emigrating, others survive by doing two jobs, or being supported by relatives abroad.



The Syrian economy is in desperate straits. More than half the Government's spending goes on the armed forces and security. The state owes \$12bn to \$17bn to the Soviet Union for military equipment, and has several billion dollars of other foreign debts - it publishes no accurate figures for these or other parts of the economy.

The country's current foreign exchange income was made up last year of about \$500m of Saudi Arabian subsidy, \$200m of remittances from Syrian workers abroad, about \$150m net of oil revenues, and perhaps \$300m of other visible and invisible exports - in all, not more than \$1.2bn. Official foreign exchange reserves are zero. As soon as income comes in, it is spent.

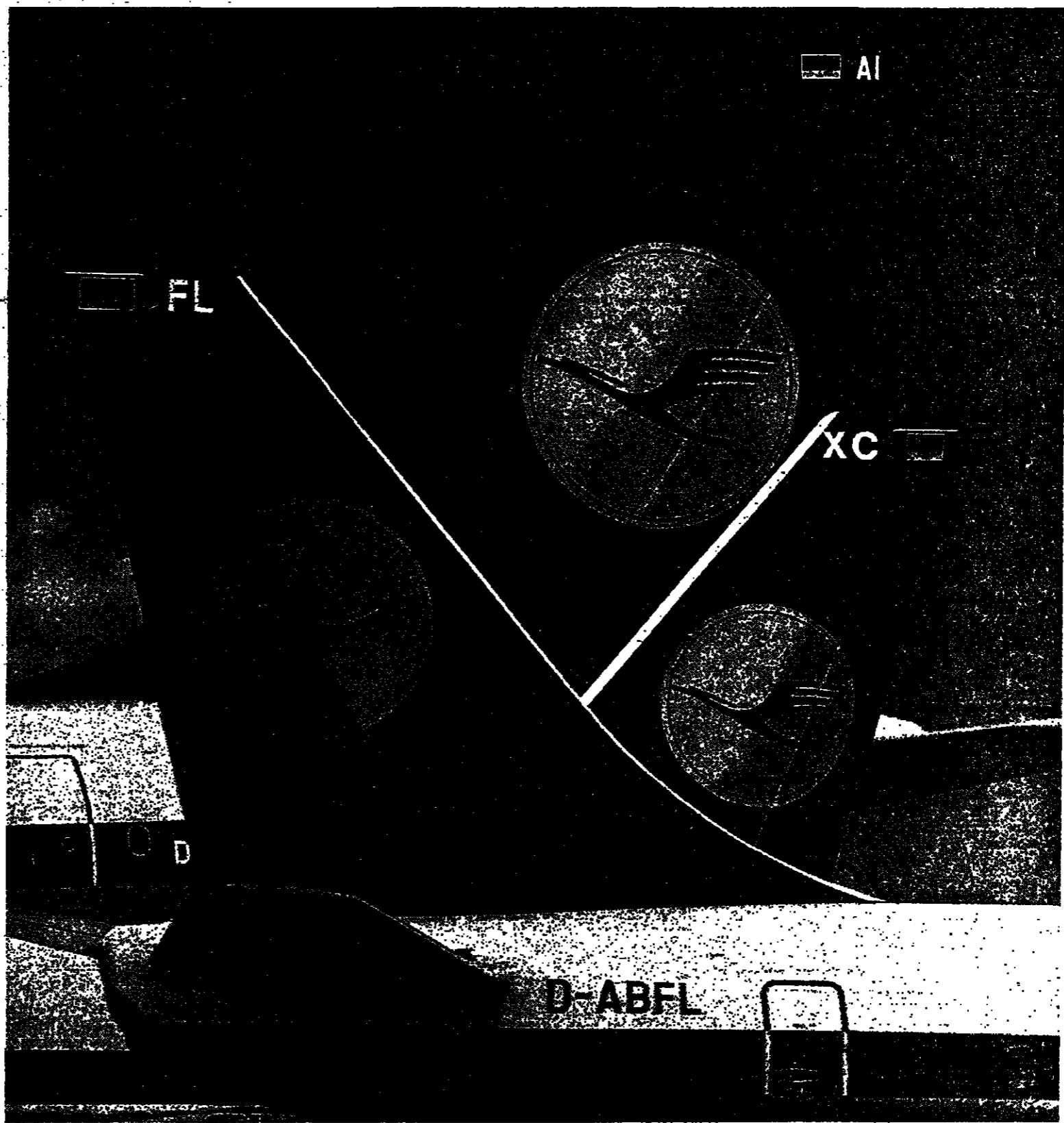
Inflation in 1987 is estimated unofficially to have run at about 100 per cent. The Syrian pound on the free market in Lebanon has fallen from 6 to the US dollar in 1981 to 27 this year.

The country's state-owned factories tend to be incompetently run and lack spare parts and raw materials. The construction business is at a halt. State controls on agricultural prices have caused such a drift of people from the land that the country has changed from being a minor exporter to an importer of basic

SYRIA PROFILE	
Area	185,180 sq km
Population 1986	10,612,000
Palestinian pop 1981 (est)	220,000
GNP per capita 1985	US \$1,570
GDP % change 1985	87
Inflation 1987 (est)	100%
Current account balance 1986	US \$-491m
Non military external debt, end 1986 (OECD countries and multilateral)	US \$4,927m
Distribution of GDP 1985	
Agriculture	22%
Industry	27%
Services	57%

## Starting for Germany.



 Lufthansa





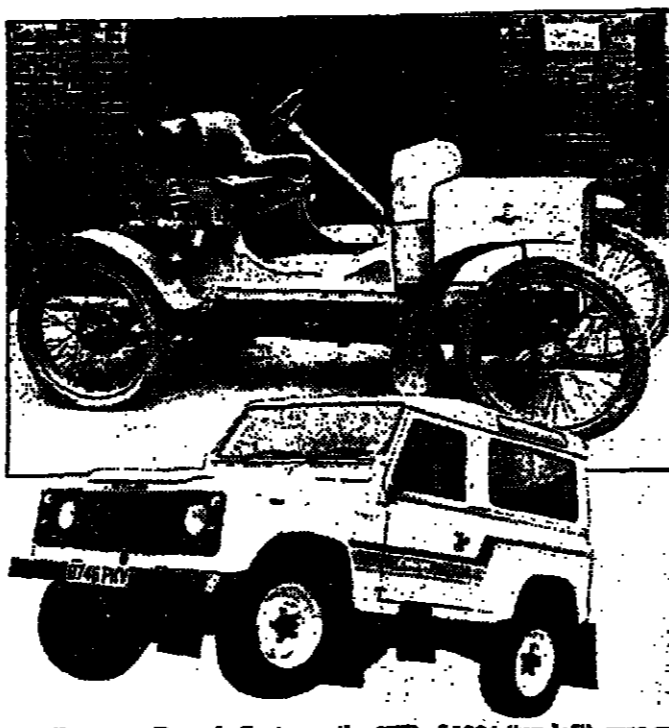
UK NEWS

Motor industry astonished at sell-off plans

BY KEVIN DONE, MOTOR INDUSTRY CORRESPONDENT, IN GENEVA
THE INTERNATIONAL motor industry, gathered for the Geneva Motor Show, has reacted with astonishment and scepticism at British government plans to sell the state-owned Rover Group to British Aerospace.

City doubts industrial logic of merger plan

BY MICHAEL SMITH
CONSIDERABLE doubts about the industrial logic of a BAE-Rover merger remain among City analysts, but BAE watchers are encouraged by the company's belief that it can negotiate a good price for Rover and by its emphasis on strengthening ties with Honda.



Small car: Rover's first car, the 850 of 1949 (top left), was grandfather to the Land Rover Ninety V8 (bottom left) which came on the market in 1985, the year that Concorde and BAE/French joint venture, flew from London to Sydney in a fraction over 17 hours, a feat unimaginable by Thomas Sopwith and Harry Hawker with BAE's original winged machine the Australian 'Tabloid'.



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Government may have to write off £2.98bn

BY JOHN GRIFFITHS IN LONDON and WILLIAM DAVENANT IN BRUSSELS
IF BAE were obliged to pay the UK Government Tuesday's closing market price for its 511,683,376 shares in Rover Group, it would need to hand over a cheque for more than £4.5bn.

Rover acquisition 'not the end of the road'

BY MICHAEL DONE, AEROSPACE CORRESPONDENT
THE PROPOSED acquisition of Rover Group by British Aerospace is designed as much to diversify BAE's own product base and eventually add to its profitability, as to benefit from any cross-fertilisation of engineering expertise.

Table: WEST EUROPEAN CAR SALES. Columns: Manufacturer, Market share 1987, Market share 1986, % change 1986-87. Rows include Volkswagen group, Fiat Group, Peugeot group, Ford, GM, Renault, Daimler-Benz, Rover Group, Nissan, Toyota, BMW, Volvo, Mazda, Mitsubishi, Honda, Total Japanese, TOTAL SALES.

Honda link born out of desperation

BY KEVIN DONE
AUSTIN ROVER'S collaboration with Honda began in 1979 during a desperate search by the financially troubled British group to find a way of renewing its ageing model range.

Two companies with uncomfortable stance in common

IF ROVER Group finishes up in BAE's hands, the aerospace group will have gained control of two companies with not much in common other than a rather uncomfortable position. Austin Rover and Land Rover have both been left partially stranded by the fast-moving tide of the international motor industry.

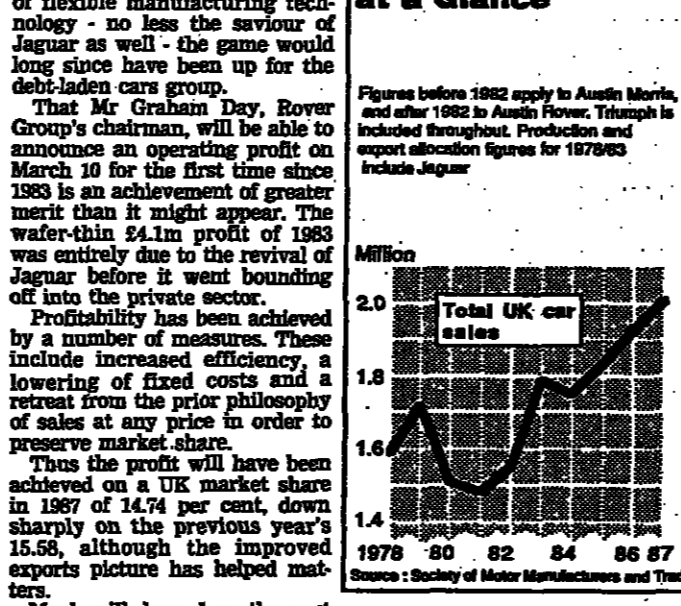
John Griffiths on the international standing of a British motor manufacturer

Rover's output figures include light vans based on its car designs. The days when Austin Rover, formerly BL, could stand eyeball to eyeball with European volume producers... BL sold 1.27m vehicles of all types in 1973 - are long gone.

MAIN AUSTIN ROVER PRODUCT PLANS

Rover 800 hatchback, launch mid-1988. Rover ES, replaces Maestro and Rover 200 in 1989, joint project with European volume producers... BL sold 1.27m vehicles of all types in 1973 - are long gone.

Austin Rover Group at a Glance



Barry Riley discovers divided opinions over Roland Smith

where Prof Smith became chairman in 1974. After 12 years, including a major upset when 'serious irregularities' were discovered at the group's Glasgow operation, profits before tax had fallen from £3.6m to £2.5m. The company was eventually taken over by BTP last March.

Professor who found himself in the right place at the right time

PROFESSOR Roland Smith first appeared in the British Aerospace boardroom in February last year, an appointment which, according to the previous chairman, Sir Austin Pearce, was not made with a view to the succession.



Roland Smith: 'accident-prone' in his early days

Professor who found himself in the right place at the right time

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ARTS

The Tempest/Salford Playhouse

Martha Hoyle

With more theatres than any comparable British urban sprawl... Salford Playhouse, home of amateur theatre for years...



'The Fat Kitchen' by Jan Steen; part of the Baron de Ferrieres collection from Cheltenham currently on tour Museums/Susan Moore

Collections in need of a catalogue

Few provincial art galleries can afford to publish catalogues of their collections. Mitigating against them are not only exorbitant - and unsubsidised - publication costs...

Coming of Age/South Bank

Richard Fairman

This year marks the 21st anniversary of the Elizabeth Hall and Purcell Room on the South Bank. The building which houses them...

The Philadelphia Opera

Andrew Porter

The Philadelphia Opera, which used to be a somewhat ramshackle affair, became serious some years ago when Margaret Everitt was appointed its director...

CBSO/Birmingham, Radio 3

Andrew Clements

The visits of the City of Birmingham Symphony Orchestra and Simon Rattle to London are invariably events - imaginative, scrupulously prepared programmes...

Tokyo Quartet/Wigmore Hall

David Murray

Alert and unassuming as ever, the Tokyo String Quartet played a solid programme to a full house on Tuesday: the Mozart D minor K. 421, the late Beethoven op. 127 in E-flat and the imperishable Debussy. The tenuous strength of this team's playing goes with...

SWRB goes East

Sadler's Wells Royal Ballet leaves for an eight-week tour of the Far East on March 15, taking Ashton's La Fille mal gardée, Sanjuro's Swan Lake, Buntley's Flowers of the Forest, Ninette de Valois's Checkmate and MacMillan's Elise Synchronisms to China, Japan, Thailand, Korea and Hong Kong.

The Spinners' 'Final Fling'

Thirty years ago in Liverpool four men formed the folk group The Spinners. They are now on a farewell tour of the British Isles, The Spinners' Final Fling.

Advertisement for EXTEL Financial, featuring the text 'We need rapid access to Financial Data. Extel Financial meets this requirement' and contact information for Prof. Richard Brealey.

Arts guide

February 26-March 3. LONDON: Tate Gallery, Douglas Cooper - The Master's choice of 61 works on paper from Cooper's collection of cubist art of all kinds but especially of the work of the great quartet of Picasso, Braque, Gris and Léger. Ends April 4.

Saleroom/Antony Thorncroft

Contemporary caution

Sotheby's had a fairly routine sale of modern British pictures yesterday. The morning session totalled £352,694 with 18 per cent unsold, suggesting that when quality is absent so are buyers. This is a market which should have suffered from the Stock Market crash because City types were starting to acquire 20th century local artists.



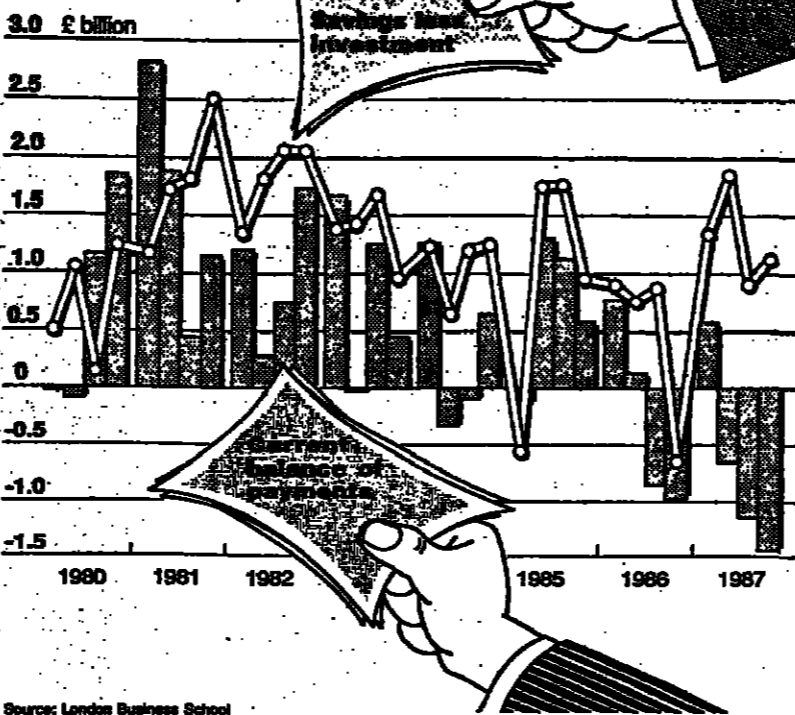
ECONOMIC VIEWPOINT

An ABC of the balance of payments

By Samuel Brittan

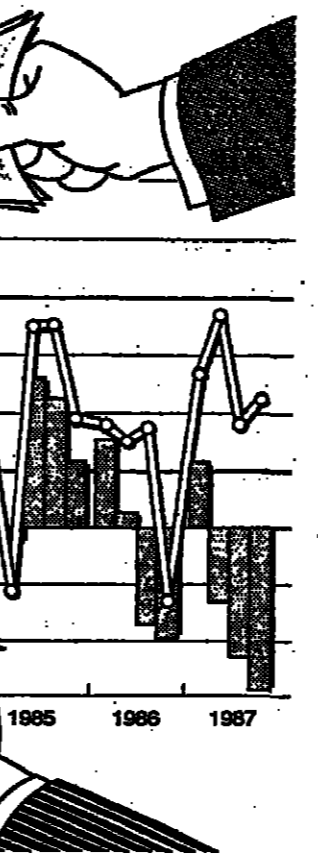
THE DINOSAURS been having a field day. First, there has been a return - at least among the commentators - of the "budget judgment". That is the piece of economic crystal gazing which was supposed to decide how much the Chancellor should "take out" or "put into" the economy, irrespective of mundane phenomena such as revenue and expenditure.

THE GAP IN THE BALANCE OF PAYMENTS



Source: London Business School

investment during nearly all the period the recorded balance has been reported to be in deficit. Of course, the error may be in the savings-investment figures, but the existence of the black hole in the international balance of payments - through which the world appears to have a deficit with itself - is one reason to suppose that a large part of the error is in the overstatement of the UK current deficit. Another reason is the difficulty of recording invisible earnings and investment income.



if overseas borrowing reflects free decisions by the private sector, rather than excessive government borrowing, then no policy action is required. At present there is an international shortage of creditworthy borrowers. But if and when overseas investors are no longer willing to invest in the UK at current rates of return then the UK private sector must take the consequences in the shape of lower borrowing or higher interest rates. A tax on consumer credit may be the least bad form of paternalist intervention available, but it is paternalist all the same.

Lombard

The illusions of synergy

By Christopher Lorenz

STUDY AFTER study of the success or failure of acquisitions has demonstrated that the supposed "synergy" of most radical diversification proves illusory. Much more often than not, such takeovers end in costly tears.

Emotions affect petrol demand

From Mr William Hakes. Sir, Andrew Gower's article on projections of oil supply and political stability in the Middle East (February 23) reminds me of the predictions for a barrel of oil before the end of this century. In the early 1960s, the petroleum industry believed that prices would always increase. That did not prove to be the case - as attested by the disappearance of oil damage done to many well-known names in the industry.

Letters to the Editor

Poverty remains an irreducibly relative concept, and so there is little chance of the proposal ever being realised. Instead there will always be pressure to keep benefits of all sorts down to "incentive-compatible levels", as it used to be in 1969 of "misings". A genuine current deficit, voluntarily financed by private investment inflows only matters (a) if it reflects Government borrowing to finance its own consumption, or (b) if it is a symptom of inflationary pressure.

Third world debt questions remain

From Mr John Willman. Sir, In April 1987 the Fabian Society published an analysis (scarcely reported) of the third world debt crisis and its consequences for UK banks. In May 1987 came the "surprise" decision by Citicorp, of greatly increased provisions for bad debts in the third world. Almost immediately, the drastic increase in bad debt provision recommended by the Fabian report became commonplace.

Poverty is a relative concept

From Mr Simon Taylor. Sir, Samuel Brittan suggests (February 23) that society might like to establish a "minimum income" to provide a tolerable minimum income that is still well below average or median earnings. But this may be forever unattainable, because notions of a decent income tend to be a function of the average income, the two rising together.

French steps taken in the right direction

From Mr Roland King. Sir, The French government's efforts to reduce bureaucracy and simplify the procedures for establishing a new business have not yet had the full effect one would wish to see ("French red tape still excessive," February 9).

Integrating Europe requires growth by competition, not acquisition

From Mr H.J. Ruff. Sir, Readers who have ducked for safety from the cross-fire between Mr De Benedetti and Mr Leysen over control of Societe Generale de Belgique could easily miss seeing what Europe may be like after their war is over - especially if Mr De Benedetti wins.

DoE feet drag over planning applications

From Mr M.A. Nothard. Sir, You report that Government ministers are to launch a determined attack on local authorities over the mounting delays in dealing with planning applications.

Advertisement for Dale Carnegie Training. Includes text: "WHAT DOES WINNING FRIENDS AND INFLUENCING PEOPLE HAVE TO DO WITH MANAGEMENT PERFORMANCE AND PROFIT?", "EVERYTHING", and contact information for Dale Carnegie Training Leaders, 170 Sloane Street, London SW1X 9QG.

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FINANCIAL TIMES

Thursday March 3 1988

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Paul Betts talks to François-Xavier Ortoli, Chairman of Total, France's giant oil company

The hidden charms of Europe

"THERE IS nothing more irritating, but at the same time more exciting, than Europe," says Mr Ortoli.



François-Xavier Ortoli: Europe is waking up to the fact that it cannot escape the world.

Seated in his cosy office in Total's Paris headquarters, discreetly tucked away in the chic residential district of Auteuil, Mr Ortoli comes over as a pragmatic optimist.

Mr Ortoli previously served as a minister under presidents De Gaulle and Pompidou, and as president of the European Commission. In 1984, he was chosen by the Socialist Government to head the French oil giant, which is 35 per cent controlled by the state.

started reporting its consolidated annual figures in Ecu.

Mr Ortoli believes that European industry has not sufficiently recognised the negative consequences of a fragmented European market.

He has sought to strengthen his company's links with Arab oil-producing countries. Abu Dhabi, one of Total's principal partners in the Gulf, recently bought a 5 per cent stake in Total.

example, the refining and petrol distribution operations in Italy were sold and Mr Ortoli said Total was now "financially solid."

He wants to use this solid base to acquire and develop reserves in politically and economically safe regions, and has so far spent about \$300m acquiring reserves in the US.

Mr Ortoli's strategy is to concentrate Total's operations on its traditional bread-and-butter business of exploring and producing oil and gas - apart from the Middle East and the North Sea.

Under a debt-equity swap, a foreign investor can purchase Venezuelan Government debt at a discount on international markets and redeem the obligation at face value in Venezuelan currency to cover part of an approved investment in the country.

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Venezuela to finance smelter with debt equity swap

BY JOSEPH MANN IN CARACAS

VENEZUELA is to apply the largest single Latin American debt-equity swap on record to cover a major share of the \$224m to be invested in a new aluminium smelter, according to Mr Celestino Martinez, president of Alcanca, a Venezuelan aluminium producer that is one of the partners in the venture.

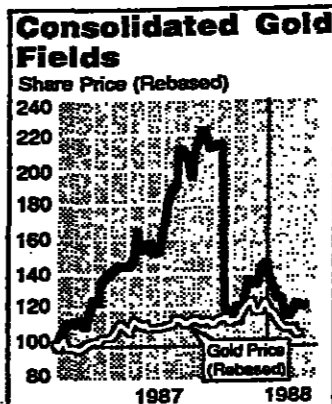
The swap - worth more than \$300m - is the first major deal of this kind to be carried out in Venezuela.

The Government is planning to approve other major swaps in coal mining and petrochemicals.

THE LEX COLUMN

Opec's bleak mid-winter

Yesterday's fall in the Brent oil price to the uncomfortable side of \$14 is inflicting remarkably little pain on the shares of the once oil price sensitive exploration and production sector.



ers. Although it is rapidly reducing its exposure to South Africa, the mining costs of Gold Fields of South Africa are half the local average - and its new Chimney Creek mine in the US is producing gold at \$130 per ounce against the \$200 average for the US.

The \$18 oil price average for 1988 on which the valuations of Britoil and Triconert were based already looks too high. Both demand and supply are moving in the wrong direction: the mild winter has taken care of demand growth in the first quarter, while both non-Opec and Opec producers have continued to pump oil.

None of this is inconsistent with a bear market. A fall as severe as October's is bound to be followed by an exploratory rise, and whereas the FT-SE is now 16 per cent off the bottom, it is still 25 per cent short of last year's peak.

Composite insurers The two schools of thought on how composite insurers should be valued each found plenty to support their opposed positions in yesterday's fine results from Commercial Union and General Accident.

Markets Yesterday's move through 1900 by the FT-SE 100 had a mystic significance for believers in round numbers, but there may be more to it than that.

Gold Fields Consolidated Gold Fields may well have earned more money from construction materials in its first half than from its traditional mining interests, but its commitment to the yellow metal is brighter than ever.

The earnings school, on the other hand, looked beyond what was a good year for both companies, and found some cause for alarm.

Nato affirms need for nuclear arms

BY ROBERT MAUTHNER DIPLOMATIC CORRESPONDENT AND DAVID BUCHAN IN BRUSSELS

THE SIXTEEN NATO heads of state and government yesterday strongly underlined the continued need for nuclear weapons to enable the Alliance to deter aggression.

As concrete examples of the Soviet modernisation programme, Mrs Thatcher said that by the mid-1990s, virtually the entire Soviet strategic forces in place in the mid-1980s would have been replaced by new or modernised systems.

Guillaume defends French food groups

Continued from Page 1

His comments follow a flurry of foreign bids for French companies in the food sector raising doubts about France's capacity to resist such efforts.

Honda to hold talks with BAe on Rover

Continued from Page 1 before the end of April. The relationship we have been enjoying with Austin Rover will not be affected by the announcement.

far-reaching collaboration with another major international car maker. Austin Rover's new model programme has drawn heavily on Honda's engineering expertise.

WORLD WEATHER table with columns for location, temperature, and weather conditions.

Shultz peace mission

Continued from Page 1 phase would be "open-ended", Mr Fitzwater said. It would depend on "what Mr Shultz finds."

New lines for BR

Ferranti Business Communications has won an order worth £1m for 15 digit telephone exchanges from British Rail Eastern Region.

Briefly

The Tianjin No 2 Machine Tool Works Company, Tianjin city, People's Republic of China, will take delivery of a Ferranti Merlin 1100 coordinate measuring machine next month.

ADVERTISEMENT

ROYAL AIR FORCE Nimrod trainers
The Ministry of Defence has awarded Ferranti International a contract to supply the Royal Air Force with a communications procedures trainer for the crews of long range patrol aircraft.

COMPUTERS Information on TAP
Transportes Aereos Portugueses, TAP, the Portuguese national airline is using a Ferranti Flight Information Display System (FIDS) to co-ordinate its operations at Lisbon Airport.

FERRANTI INTERNATIONAL selling technology
Ferranti International Signal - the member of Ferranti plc and International Signal & Control Group PLC.

## INTERNATIONAL APPOINTMENTS

### IBM elects chairman for World Trade division

A NEW chairman of the board has been elected by International Business Machines, the world's largest computer manufacturer, for its IBM World Trade Europe/Middle East/Africa (EMEA) Corporation, which is responsible for IBM operations in 85 countries. He is Mr C. Michael Armstrong, 49, an IBM senior vice-president who is also president of EMEA, president director general of IBM Europe, S.A., and a member of the IBM Corporate Management Board, all positions that he continues to hold.

Mr Armstrong succeeds Mr Kaspar V. Cassani, 59, who with Mr Jack D. Kuehler, 55, were recently elected as IBM joint vice-chairmen. Mr Cassani is chairman and president of IBM World Trade Corporation, a member of the IBM Management Committee and IBM Corporate Management Board, and review executive for worldwide marketing and services.

After joining IBM in 1961 as a systems engineer in Indianapolis, Mr Armstrong held numerous marketing management positions before becoming president of the Data Processing Division in 1978. He was named in 1980 assistant group executive of the Data Processing Product Group and elected as an IBM vice-president. In 1983, he moved on to group executive of the Information Systems and Communications Group and was elected as an IBM senior vice-president. He was appointed director general of IBM Europe and president of EMEA in 1986, and made president director general of IBM Europe last year.

### European subsidiaries director for Harris/3M

THE JOINT venture company Harris/3M, formed in 1986 by Harris Corporation, the US Florida-based maker of communications equipment and semiconductors, and Minnesota Mining and Manufacturing (3M), the large US industrial and consumer products group, has promoted marketing director Mr Thomas Steneberg to the newly created position of director, European subsidiaries.

Harris/3M is a worldwide supplier of copying and facsimile products, with subsidiaries in every European country. The managing directors of all Harris/3M national operations in Europe will now report to Mr Steneberg.

He is Swedish and he began his career with 3M in Sweden in the company's office systems division. In 1981, he moved to Brussels as manager of copying products at 3M Europe, and became European marketing director of Harris/3M on its formation.

The Harris/3M venture has enjoyed rapid growth. As a supplier of fax equipment, the company has moved to fourth place in Europe from 12th in less than two years, while increasing sales of copiers by 50 per cent.

### New member for Arthur Andersen public review board

MR TAROICHI Yoshida, president of the Foundation for Advanced Information and Research in Japan and adviser to the Industrial Bank of Japan, former president of the Asian Development Bank and former Vice-minister of Finance for International Affairs, has joined Arthur Andersen's public review board, Societe Cooperative.

This was announced by Mr Duane R. Kullberg, managing partner-chief executive officer of the Arthur Andersen group, a US-based worldwide organisation which provides professional services in accounting and audit, tax, management information consulting and education to clients in 49 countries.

The public review board, composed of individuals with recognised achievements in professional, governmental or business pursuits and a demonstrated concern for the public interest, provides an independent perspective on Arthur Andersen's worldwide professional operations.

Mr Yoshida, 68, is a veteran banker and government official who began his career with the Japanese Ministry of Finance in 1944. He was named Secretary to the Minister of Finance in 1962. In 1966, he served on the staff of the IMF in Washington, D.C.

He became director of the small banks division of Japan's Banking Bureau in 1962, and 10 years later he was named director-general of the Banking Bureau. In 1976, he began a five-year term as president of the Asian Development Bank.

Mr Kullberg said that Mr Yoshida's participation on the review board "broadens the composition of this oversight body in recognition of our growing practice in the Far East."

### Northern Telecom appoints World Trade unit president

NORTHERN Telecom, the Canadian telephone equipment group ranked as the fourth-largest in the world and 52 per cent controlled by Bell Canada Enterprises, has appointed Mr Desmond F. Hudson as president of Northern Telecom World Trade. This is a new organisation created to bring a sharper focus to the corporation's global growth opportunities. It comprises Northern Telecom Europe, NT Communications (the recently announced subsidiary in France), and Northern Telecom Pacific.

Mr Hudson moved to Northern Telecom in 1977 from Bell Canada. After holding positions in Northern Telecom Ltd.'s technology and market planning activities, he was made executive vice-president, business communications, at the Northern Telecom Inc. unit in the US. A promotion to president followed, a US post he has held since 1982. He will now be based at the group's Canadian headquarters in Mississauga, Ontario.

Mr David G. Vice, president of Northern Telecom Ltd., commented: "Mr Hudson's organisational leadership and accomplishments in the US during a period of unprecedented growth make him uniquely qualified to contribute to further strengthening the corporation's business outside North America."

Mr Roy Merrill is replacing Mr Hudson as president of Northern Telecom Inc. He has served as a group vice-president, integrated network systems, since 1984, based in North Carolina, with responsibility for switching, network systems, and Cook Electric activities. He was instrumental in the introduction of several strategically important products and in developing the group's service organisation.

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MR OSBORNE joined ASARCO in 1975 as vice-president, finance, and chief financial officer. He was elected as a director in 1976, executive vice-president in 1977, president in 1982, and assumed his current position in 1985. Previously, he had been executive vice-president, finance and business development for Fairchild Camera, and earlier had executive posts in finance, planning and management at IBM.

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## Accountancy Appointments

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Experience**

**Fluent  
French**

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Our client is a multi-billion, multinational British conglomerate, a recognised leader in its field, with an excellent reputation. The position is as Finance Director of a consumer subsidiary in Europe, with domestic sales of £120 million with significant exports; the role is very broad commercially, with involvement in procurement, manufacturing, marketing and sales, distribution, and export. Close liaison with the London holding company and reporting to tight timescales is of prime importance.

The salary range for a British expatriate is £50-60,000 with an appropriate expatriate benefits package including free accommodation and education assistance.

After two/three years of success in managing growth and developing the capability and contribution of the financial team, promotion is planned either to a larger country or to the London holding company to "control" a number of countries. In the future, there may be general management opportunities.

If you are a results orientated achiever, appropriately qualified, and interested, please contact, in confidence:-  
Paddy Sandford-Johnson, Director,  
Canny Bowen & Associates Limited, Executive Search Consultants  
14-16 Regent Street, London SW1Y 4PH  
Telephone: 01-839 2561, Facsimile: 01-925 2690

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Up to £23,000 plus car and benefits London

Dresser Industries, a \$3 billion company involved in manufacturing for the energy and construction industries, has seen its UK and European operations grow substantially through recent acquisitions, and is seeking to expand its European Audit department.

As one of a small team of financial auditors, your primary role will be to ensure effective and efficient control systems are maintained throughout operations in the UK and Europe. You may also find yourself involved in special projects and acquisition reviews which will require significant interaction with U.S. and UK management.

Because you will spend up to sixty percent of your time travelling, either alone or as part of a small team, you must be self-reliant and demonstrate initiative and resourcefulness. A mature and balanced sense of judgment, well-developed communication skills and persuasiveness are also essential.

Ideally candidates will be graduates aged in their mid-twenties, be qualified or part qualified accountants, with a number of years practical audit experience behind them. For those wishing to continue with their professional studies full assistance will be provided. Knowledge of French or German will be a real advantage, although training will be provided for those presently without these skills.

Besides offering the opportunity for worldwide travel and broad international business experience, there is excellent promise for rapid advancement within the internal audit function as well as throughout the company.

Candidates should send a full CV, quoting reference MCS/1042 to Michael Madgwick, Executive Selection Division, Price Waterhouse Management Consultants, No. 1 London Bridge, London SE1 9QL.

**Price Waterhouse**

**Project Accountant**  
Surrey  
Age 25-30 package up to £30,000

Our client is a young, dynamic Group engaged in the manufacture and supply of high quality custom-made computer products. Already enjoying a phenomenal growth rate, the Group is committed to a policy of further expansion by acquisition.

The new position of Project Accountant will report to the Group Financial Controller. Key responsibilities will include the development and streamlining of financial systems throughout the Group, contributing to the preparation of Group accounts, analytical reviews, forecasting and a number of other ad hoc tasks.

Candidates should be qualified accountants, ideally with practical experience of company systems and procedures. They should be able to demonstrate strong interpersonal skills, in particular the ability to liaise effectively with senior management.

Please apply to: Anthony Jones, Career Plan Ltd., 33 John's Mews, London, WC1N 2NS, tel: 01-242 5775 or 01-348 3641 between 7.30 pm and 9.30 pm.

**Career plan LIMITED**  
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**SONY Broadcast**

**A unique opportunity in Internal Audit**

£ negotiable + car Basingstoke

Sony Broadcast Ltd, part of the highly successful Sony Corporation, is engaged in the sales, distribution and engineering support of broadcast TV and professional audio products within Europe, Africa and the Middle East.

As a result of internal career development an opportunity has arisen for a qualified accountant to join the friendly team as an Internal Auditor.

Currently located in the business area of the town they are scheduled to relocate to a prestigious, purpose built development in the Basingstoke area, which should provide a first class working environment.

Reporting to the Managing Director, the position involves occasional European travel, and carries the total responsibility for operational and financial audits, with an emphasis on business development.

A Chartered Accountant, with business flair and commercial acumen is sought for this position, rather than a technical auditor. The ability to relate to function heads and overseas branch managers and assist them improve their systems and procedures without coercion is essential.

Ideally aged around 30, the successful applicant will have gained at least 3 years post qualifying auditing experience in a multinational. Personal qualities of self reliance, empathy and confidence will be required as well as highly developed skills in oral and written communication. Experience in asset management would be an additional benefit.

An attractive salary will be offered, supplemented by a fully expensed quality car, health care and pension arrangements. The company is young and progressive and as a result is likely to appeal to candidates who are looking for a long term career.

If you meet our requirements please send a full CV detailing your current salary and quoting ref MCS/5095 to: Barrie Whitaker, Executive Selection Division, Price Waterhouse Management Consultants, No. 1 London Bridge, London SE1 9QL.

**Price Waterhouse**

**Finance Manager (Major Region)**  
Pharmaceuticals  
Up to £30,000 + car

Our client, a household name and a publicly quoted Group, is a highly successful British based multi-national. Based in the UK, the person appointed will be a key member of the Region's management team and be responsible for financial and analytical support for their subsidiaries. This will also include business evaluation, performance monitoring and acquisition analysis. Considerable liaison will be necessary with senior management in the UK and with the subsidiaries which will involve travel within Europe.

Candidates should be qualified accountants of graduate calibre, probably aged between 28 and 35, who have experience of working at senior level in finance in an international environment, ideally within the pharmaceutical industry. An outward-going personality is an essential requirement.

This challenging position is a new appointment and has exceptional long term potential.

If you are interested telephone Stuart Adamson FCA on Leeds 0532 451212 or send your CV to Adamson & Partners Ltd, 10 Lisbon Square, Leeds LS1 4LY.

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Executive Search and Selection





## PA to Finance Director

London

£35,000 + car + benefits

Our client is a large and successful PLC with diversified business interests in Europe and North America and worldwide sales in excess of £1,500 million. Retailing forms a major part of its activities and the group is well placed for further growth.

As PA to the Finance Director your role will be to assist on all aspects of the finance function, including the critical analysis of operating results and business plans, the provision of financial and management information to the Group Board and ad hoc projects on acquisitions, divestments and other work of a special nature. You will have a close working relationship with the group's professional advisers and senior management at head office and the operating subsidiaries. There will be some overseas travel.

Probably in your late 20s or early 30s, you will be a qualified accountant with a first class track record in one of the major international accounting firms and will now be a senior manager either within the profession or at the centre of a substantial group. This is a stepping stone position, with the opportunity of moving into a line role elsewhere within the Group in two or three years time. There is an excellent benefits package.

Please write in confidence to John Cameron, quoting reference C879, at 84/86 Grays Inn Road, London WC1X 8AE (telephone: 01-404 5971).

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## Senior Controller - Financial Senior Operational Role

£30,000 + car + bonus  
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In the field of international transportation, our client has grown to take up a predominant position in its market place. To meet the increased demands brought about through this growth, a major re-structuring is now being undertaken to enable the finance function to better serve the group's requirements.

As a result a senior position has been created. Reporting directly to the Finance Director, you would be responsible for the accounting function of a \$250 million transport operation. This will include full control of the cash management, monitoring of revenues

and costs and the development of systems. You will have total responsibility for the accounts department with Controllers for both Management and Financial Accounting reporting to you.

This offers an excellent opportunity for a qualified accountant to play an important role at the sharp end of a demanding operation. In addition to technical expertise you should also have a successful track record in a senior line finance role and the potential to progress.

Compensation will not be a limiting factor for the right candidate and will

include car, bonus, health insurance and pension.

Because of the need to arrange early interviews, we will be discussing applications with our client. Therefore please send a comprehensive CV quoting reference MCS/4021 together with notification of any organisation with whom your details should not be discussed to Miles Holford Executive Selection Division Price Waterhouse Management Consultants No. 1 London Bridge London SE1 9QL.

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impact on the overall efficiency of our client's operations. The attractive remuneration package will include a basic salary to £35,000 plus excellent banking benefits.

Suitably qualified candidates should write, enclosing Curriculum Vitae and daytime telephone number to Barry Ollier BA, ACA, quoting ref: 212, at Whitehead Rice Ltd, 295 Regent St, London W1R 8JH. Tel: 01-637 8736.

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Ideally, candidates should be aged 35-45 and have:

- a good degree and/or professional qualification
- at least 10 years experience gained in a professional consultancy environment or in a substantial service organisation. This experience should include several years at senior management level, embracing responsibility for business development.
- experience or knowledge of the public sector.

The person appointed will be a member of the Cipfa Services Ltd board and, as such, will be required to contribute to the corporate affairs of the company.

In addition to the normal fringe benefits attaching to a post of this seniority, the remuneration package will include the opportunity to participate in the equity of the company.

Applications, which will be treated in the strictest confidence, should enclose a CV and be addressed to Philip Sellers, Chairman (ref MD/MC), Cipfa Services Ltd, Heron House, 10 Dean Barrer Street, London SW1H 0EX.

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The successful candidate, probably a Chartered Accountant, will be experienced at a senior level in a commercial environment, (preferably engineering) and will be looking for a challenging role at Group level.

Responsibilities will include overall control of Group financial matters including reporting standards, advising on acquisitions, handling the future flotation and liaison with external advisers and sources of finance. As a Main Board

member there will be full involvement in wider commercial decision making.

In addition to an attractive salary the comprehensive package includes a fully expensed quality car, profit related bonus, substantial share options, private health care and relocation assistance.

To apply please write to Caroline Dunk with a brief career history, including details of current salary.

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Management Consultancy Division

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## Financial Controller

Birmingham

To £27,000 + 2.0 litre car + share scheme

The company is part of a successful division of an international Group and the market leader in its sector. Its turnover of £50m is generated from sales of high volume products, mainly into the UK market.

Following internal reorganisation, the company is seeking to appoint a Financial Controller to manage its finance function, and make a significant contribution to the total business as part of a multi-disciplinary management team.

Reporting to the General Manager, your role will be to interpret and advise on all financially related matters, ensuring strict financial control and reporting procedures are maintained. You will be expected to bring a progressive commercial approach to working capital control and the improvement of information

systems, with particular emphasis on costing, and metal and credit management.

Already heading a finance function of a significant business, you will be a qualified accountant, computer literate and probably aged early 30s. With a direct staff of 18 people, and functional links at Divisional and Group level, your communication and motivational skills must be of the highest order.

This is a challenging appointment and the ideal move for an ambitious and highly motivated person, as there are outstanding opportunities for advancement at Divisional and Group level.

Please write or telephone for an application form or send a detailed CV to R. H. Southwell at the address below quoting ref: PBM/2089/RS.

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## Financial Controller

£30,000 + car, bonus etc  
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Our client, a substantial national retailing organisation acknowledged as the market leader in its sector, wishes to recruit an able and technically minded accountant to this key appointment.

Reporting to the Assistant Managing Director and Finance Director, the successful applicant will be responsible for timely and accurate accounting and financial information and will supervise a staff of approximately 40 personnel.

This is an ideal opportunity for a

Chartered Accountant late 20s/early 30s to play a leading role in a professional environment and within a large and dynamic Group. Applicants should have at least three years post qualifying experience in a managerial role, which utilises up to date computerised accounting systems. An understanding of the retail trade could be useful.

In addition to salary, benefits include an incentive bonus scheme, an executive car, pension and medical insurance schemes and 5 weeks

holiday. This vacancy offers a rare combination of growth and personal challenge along with career and salary prospects. Relocation expenses will be reimbursed if applicable.

Applicants interested should write enclosing a full CV and salary history, quoting reference MCS/7224 to: Michael R Andrews Executive Selection Division Price Waterhouse Management Consultants No. 1 London Bridge London SE1 9QL.

**Price Waterhouse**



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Internal career development has created this need for a proactive, tough-minded qualified accountant, probably late 20's early 30's, ideally with experience of project appraisal, financial analysis or acquisitions.

After a short induction period in the company's headquarters you would be seconded for 2/3 years to a successful part of the group where you would work with the Chief Executive implementing acquisition strategy, trouble shooting and other ad-hoc investigations. There would also be an involvement with budgeting and management reporting. Success in this role should lead to promotion in 2/3 years time to either a corporate or line function.

Start salary likely to be £30k + bonus, car, BUPA and pension. In addition to the opportunity to develop your career within a fast moving, profit orientated organisation.

Please send your CV quoting ref no 35073 to Phil Bainbridge, MSL International, Pilgrim House, 2/6 William Street, Windsor, SL4 0BA.

**MSL International**

## Finance Manager

Our client, the international trading arm of a major pharmaceutical Group, has a turnover in excess of £100m. and employs around 1250 people in over 70 countries. It has achieved rapid growth by a successful combination of assertive marketing and professional management including the imaginative use of information technology. As a result of a promotion there is now an opportunity for a high calibre Finance Manager to join this vibrant team.

The responsibilities of the successful candidate will include statutory and management reporting, financial review and analysis of major projects and liaison with the Group Financial Directorate particularly concerning foreign exchange policy. The position will report to the Managing Director.

The scope for personal development within the Group is excellent. Candidates will be qualified accountants, probably aged early 40's who, in addition to their technical excellence, can show an outward looking and active approach to finance ideally gained in a competitive international environment. You must also be prepared to travel overseas on a frequent basis. In return an excellent remuneration package is offered.

Please write - in confidence - enclosing full details including current salary to Nigel Bates, FCA, ref. B.34023.

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This medium sized Group engaged in construction and property development needs an ambitious qualified accountant to play a vital role in the senior management team. The person appointed will be aged 35-50 years, with a sound track record and several years' experience of the construction industry and the ability to communicate effectively at all levels.

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(Second Advertisement)

Salary Package c.£38,000

The Council is seeking to fill this Chief Officer post by August, 1988 on the retirement of the present County Treasurer. As the Chief Officer of the Finance Department the Treasurer is responsible for giving financial advice to the County Council and he is generally responsible for the management of the Council's finances.

The Treasurer will be expected to contribute to the corporate management of the County Council through the Chief Officer's Management Team.

Applicants should be qualified accountants, CIPFA, or ICA. They should have proven management ability in a large and complex organisation.

Ability to communicate in Welsh and English essential.  
Car allowance and assisted purchase facilities available. Financial assistance towards and recruitment expenses in appropriate cases.

Closing Date: 28th March, 1988.  
Application forms and further particulars available from the County Personnel Officer, County Offices, Caernarfon, LL55 1SH, Tel (0286) 4121 ext 2878.

## Office of the Parliamentary Ombudsman Director-Investigations

London - circa £27,000

Working completely independently of government, the Parliamentary Ombudsman (Parliamentary Commissioner for Administration) is responsible for investigating complaints against the administrative actions of central government departments and certain other public bodies. The current vacancy is for a Director who will have charge of the Division concerned with complaints about taxation and related matters, and will direct the work of 2 investigation units.

Much of the work will be related to the examination and review of evidence produced by investigating staff and the subsequent preparation of reports and recommendations for the Commissioner. In difficult cases, the Director will lead the investigation personally - interviewing complainants and senior officials.

The main qualities required are the ability to master quickly a great deal of detail and distil from it the facts essential to an understanding of the arguments for and against the complaint under investigation, the penetration necessary to see all aspects of a case and to make a fair and impartial judgement and the ability to condense and present facts and findings with clarity, both orally and in writing.

Candidates must be familiar with the machinery of British government and should have an understanding of, and a sympathetic interest in, the role of the Ombudsman. They must also have had substantial professional experience which may have been gained in one of the professions or in central or local government or in industry or commerce. A qualification in public administration, law, accountancy or taxation would be an advantage.

Salary, starting at £26,290, rises to £29,740. This London-based appointment will be for a period of 3 years initially, and could be on secondment terms.

For further details and an application form (to be returned by 25 March 1988) write to Civil Service Commission, Alençon Link, Basingstoke, Hants RG21 1JB, or telephone Basingstoke (0256) 488551 (answering service operates outside office hours).

Please quote ref: G/7502.  
The Civil Service is an equal opportunity employer.

## CHIEF ACCOUNTANT

circa £28k Package + car + benefits Leeds

Burton Retail is one of the largest divisions of Britain's most successful retail business with some 600 menswear fashion outlets.

Due to the continuing success and expansion of our division an exciting new opportunity now exists for a senior manager to join our finance function in Leeds, responsible to the Financial Controller.

We are looking for a seasoned professional whose prime responsibility will be the day-to-day running of the Finance Departments with the emphasis being on the management of 120 professional and clerical staff. Other responsibilities will include the development of financial controls, reporting systems and the provision of management information together with the on-going requirement to prepare both the monthly and annual accounts.

Candidates for this position must be qualified accountants but more importantly must be able to demonstrate the personal qualities and strengths required to operate at this level, notably communications leadership and motivation skills appropriate to the management of a large team.

Career opportunities within Burton are exceptional and it is envisaged that the individual appointed will progress to a senior level within the Group.

If you wish to apply for this key post, please send details of your education, experience and current salary to:-

John Parr, Personnel Manager, Burton Retail, Hudson Road, Leeds LS9 7DL.

Relocation assistance will be provided where appropriate.



## HEAD OF INTERNAL AUDIT

West Midlands Package up to c.£27k + Car

Our Client is a strongly performing and expanding British-owned international manufacturing group with sales of £500m.

The group is deliberately decentralised but has at the centre a small number of professional specialists, which include a group internal audit team. A senior experienced and qualified accountant, probably under 45, is sought to lead this team.

The major responsibilities of the job will include working with the group's businesses and their external auditors to ensure the highest standards of professional auditing, and carrying out key investigations, including acquisitions.

Candidates, male or female, must combine industrial experience as a Finance Director, Controller, Chief Accountant or Senior Auditor, with all-round business flair and man-management skills.

Overall salary package, including bonus, up to about £27k plus fully expensed car, non-contributory pension and health insurance - Relocation expenses if appropriate. There are good prospects for further career development in the group.

Please apply in confidence to Tony Marx, Bull Thompson & Associates Limited, Edgbaston House, 3 Duchess Place, Edgbaston, Birmingham, B16 8NF.



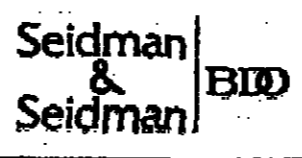
CORPORATE AND RECRUITMENT CONSULTANTS

## Accounting Professionals New York

We are Seidman & Seidman/BDO, the fastest growing accounting firm in the U.S. with forty-six offices nationwide. Seidman & Seidman/BDO is the U.S. member firm of Binder, Dijkster, Orte & Co., and Binder Hamlin is the U.K. member firm. Exceptional growth in our New York office has created opportunities for Public Accountants qualified within the past 24 months. The successful candidates will have training and experience at a leading firm of chartered accountants.

Initially we are offering a minimum of two years employment. Employment will be conditional upon successful obtainment of an H-1 Visa. There are opportunities for permanent residency sponsorship beyond the two year period.

We offer a high compensation package based on the New York market, relocation assistance and guidance with Visa rules, regulations and requirements. Please forward your C.V. to: Robert A. Gaida - Partner, Human Resources Department, Seidman & Seidman/BDO, 15 Columbus Circle, New York, N.Y. 10023, USA.



## Manager - Corporate Finance Advisory Services

Bristol

Deloitte Corporate Finance department in Bristol is extending its services to provide an independent financial advisory service to corporate clients in the West of England. The new role will be to advise and assist clients in both fund raising and financial advice, preparing financial structures, defining suitable finance, identifying financiers and negotiating terms and arrangements.

The successful candidate who will work closely with, and report to the Corporate Finance partner in Bristol, will be someone with the ambition, drive and personality to make a major contribution to the practice by developing these services.

Ideally, the successful candidate will be aged late 20s to early 30s, educated to degree level and also possess a professional qualification. A number of years experience within the Corporate Finance department of a financial institution is required. A background in an organisation with a regional network, and a marketing flair would be ideal.

Salary will be negotiable and the candidate should be of the calibre to be admitted to partnership in the foreseeable future.

Applications will be dealt with in the strictest of confidence and should be addressed with a full CV, to Mrs Fiona Robertson quoting Reference SEL/CFD/004, at the address below:



## MANAGEMENT ACCOUNTANT

Middlesex

Excellent Salary + Car

Our client, a privately-owned company, turnover £12m in the home improvement market, is poised for substantial growth.

They seek a confident and qualified Management Accountant who is experienced in manufacturing, has a strong interest in computer applications and is capable of managing a sophisticated computer software package now being implemented. Good communication skills and the ability to initiate and manage change are essential.

Reporting to the Financial Controller, the appointee will be part of the Senior Management team.

An excellent remuneration package is offered including a fully expensed car, pension scheme, life and private health insurance and assistance with relocation.

For further details and an application form please telephone Windsor (0753) 897175 (24 hour service) or write in confidence to Peter A. Page, Senior Consultant, Human Resources, 3i Consultants Limited, 31 High Street, Windsor, Berks SL4 1LD, quoting ref: PP/724.

**3i Consultants Ltd**  
Human Resources



A WEALTH OF EXPERIENCE

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OF THE Y

25k + car

uditor

plus

OLLER

Personnel

ACCOUNTANCY

APPOINTMENTS

ALSO

APPEARS

ON

PAGE 24

## Finance Director

£24,000 + Car

Hertfordshire

Our client is a highly profitable service and manufacturing operation that is market leader in its field and has recently been acquired by a substantial plc. The company is going through a period of significant change, turnover c£6m shortly to increase to £10m, and the newly appointed Chief Executive seeks to strengthen the financial and general management controls throughout.

A Finance Director is now sought to effect these changes which will include the development of financial and management reporting with total implementation of controls across the company. The role will require the individual to be part of the management team in running the business and therefore should be able to take an active commercial role.

Candidates will be qualified accountants in their late 20's/early 30's who must be

able to enjoy responsibility, take commercial decisions and have a good team attitude. Enthusiasm and organisational ability are absolutely vital for this new exciting role. Prospects with the Group are excellent.

Please write or telephone enclosing a full curriculum vitae quoting ref. 208 to:

Philip Cartwright FCMA,  
87 Jermyn Street,  
London SW1Y 6JE  
Tel: 01-839 4572

**Cartwright  
Hopkins**

FINANCIAL SELECTION AND SEARCH

## Financial Controller Latin America

Our Client, a leading international consumer products group, with operations worldwide, are currently seeking a career-minded individual for one of their major operations in Latin America.

Reporting to the General Manager and the Group Financial Controller, you will be responsible for the whole finance and accounting function. The main responsibilities include:

- \* preparation of accounts and reports
- \* budget formulation and control
- \* monthly management reporting
- \* treasury, tax and legal aspects

Candidates should be qualified

accountants, preferably graduates, with a minimum of 5 years PQE. You should be able to speak Spanish and, ideally, have Latin American experience.

As a member of the Senior Management Team you will be expected to demonstrate leadership qualities as well as, from time to time, act as the General Manager's sparring partner.

For the successful candidate the career prospects, salary and benefits are excellent. Interested candidates should contact Warwick Holland on London 831 0431 or write, enclosing a full CV, to Michael Page International, 39-41 Parker Street, London WC2B 5LH.



**Michael Page International**  
Recruitment Consultants  
London Amsterdam Brussels New York Paris Sydney  
A member of Addison Consultancy Group PLC

## The Royal Bank of Scotland

### Manager - Treasury Support

The Royal Bank of Scotland currently has a vacancy for the position of a Manager in our Treasury Support Department based in the City. The successful candidate is likely to be a qualified accountant. Familiarity with desk top micro-computer based modelling techniques is essential. Experience of bank auditing or investigative work is desirable.

The principal responsibilities include:

- Development of a professional approach to asset and liability management.
- Provision of support to dealing staff in assessing the viability and accounting implications of new off-balance sheet and traditional financial market instruments.
- Evaluation of lending proposals.
- Profitability analysis.

We offer an excellent remuneration package, including profit sharing scheme, an annual bonus, non-contributory pension, Staff House Purchase Scheme, BUPA health insurance, contributory car scheme and generous holidays.

Please apply, enclosing full CV including details of current remuneration to:

Mr A W R Russell, Personnel Manager,  
The Royal Bank of Scotland plc,  
Regent's House, PO Box 348  
42 Islington High Street,  
London N1 8XL

## Financial Controller Directorship Opportunity - Service Sector Cotswolds based

This major UK group provides a wide range of security services and has enjoyed significant growth and increased market penetration through innovation and diversification in recent years. Continued expansion has resulted in the need to appoint a Financial Controller who will report to the Director of Finance and Administration and take a proactive and leading role in the commercial development and forward planning of the business.

The role focuses on the performance of the operating divisions and this entails monitoring progress and contributing to decisions and problem solving. Supported by four managers and a team of 40, you will take complete responsibility for the financial function, including financial accounting, tax, treasury, budgeting and forecasting. A key task will be the further development of management information systems, reporting standards and controls.

A qualified accountant, aged 32-40, you have a good technical background ideally gained in a marketing driven, medium or large company. Positive yet diplomatic, with strong communication skills, you will be credible and influential at all levels of management. A high level of computer literacy, sound organisational ability and a practical, pragmatic approach are essential.

In addition to a generous salary and benefits package, and assistance with relocation expenses if necessary, this position offers real prospects of a Directorship within the next two years. To apply, please write with full career and salary details, in complete confidence, to Jane Comben, Associate Director of Cripps, Sears & Partners Limited, Personnel Management Consultants, International Buildings, 71 Kingsway, London WC2 6ST, Telephone: 01-404 5701.

**Cripps, Sears**

## FINANCE DIRECTOR

Bristol Area

£28,000 + Car

Our client is the substantial manufacturing subsidiary of a profitable and fast expanding major British plc.

It now seeks an able and ambitious Finance Director to further develop effective controls and provide commercial guidance to aid in the profitable growth of the business.

The ideal candidate will be a business-orientated accountant aged around 35, who possesses good interpersonal and technical skills, including the development of computerised management information.

Please reply in confidence with a comprehensive curriculum vitae including details of current earnings and a daytime telephone number to D. E. Shribman.

**HUDSON SHRIBMAN**

THE COMPLETE FINANCIAL SELECTION SERVICE

Vernon House, Sicilian Avenue, London WC1A 2QH. Tel: 01-831 2323

## Financial Accountant

Thames Valley

£17-20K + Car + Benefits

Johnson & Johnson Patient Care Division has recently been established as a stand-alone Company within the World's largest Health Care Corporation in order to focus its expertise upon new market opportunities. The Company's new Ascot Headquarters will be ready by mid-year when we shall move from our present offices in Slough, Berkshire. We are building an experienced team of professional managers to lead the Company to fulfil the challenging growth objectives of the next seven years.

Your role will be to exercise strong financial control as the business establishes itself as a separate Company. As a qualified accountant, this could be an excellent opportunity for a first move into industry. Your desire to become fully involved in the

management of the Company will be supported by an impressive record of achievement so far. The prime responsibilities will be the management of the financial accounting department and the preparation of the accounts and reports required by our American parent Company within strict deadlines.

We offer an attractive package together with the usual benefits expected from a member of the Johnson & Johnson Worldwide family of Companies.

If you are interested please write enclosing a CV or telephone: Mr G Richards, Company Personnel Manager, Johnson & Johnson Patient Care Limited, Gargrave, Skipton, North Yorkshire, BD23 3PX. Tel: (0756 78) 561.

**Johnson & Johnson**  
PATIENT CARE LIMITED

## Senior Financial Analyst

c. £24,000

Occidental Petroleum (Oxy) is a major U.S. based energy corporation employing some 51,000 people worldwide and with an annual revenue in excess of \$15 billion. Our London office operates the administrative H.Q. for our oil and gas eastern hemisphere interests. It is here we need to further strengthen our existing team of Financial Analysts who provide information on forecasting and planning which substantially affects the direction of development programmes.

You will be a part of a dedicated team whose

responsibilities centre on long-term planning and evaluation of financial and management information through the preparation of ten year, three year and annual forecasts. You will be ensuring that senior management has extensive and comprehensive information, from which they can make effective decisions.

Ideally qualified to degree level, you will hold a formal accounting qualification supported by at least three years' relevant experience gained in a busy commercial environment where you have become familiar with modern

computerised techniques.

Experience of U.S. accounting practices would be advantageous. Other requirements are flexibility, a flair for predicting trends and the willingness to adopt a 'hands on' approach to any given situation.

Salary is £24,000 pa, plus the usual company benefits. If you think you can contribute to the direction of the company please write with full C.V. to Clyde Sorrell, Employee Relations Dept., Occidental International Oil Inc., 16 Palace Street, London, SW1E 5BQ.

**OXY**

WE ARE A MULTINATIONAL COMPANY, MARKET LEADER IN ITS FIELD OF ACTIVITY AND OPERATING IN 11 COUNTRIES. AS PART OF OUR HEAD-QUARTERS STAFF, WE ARE LOOKING FOR A (M/F)

## SENIOR INTERNAL AUDITOR

POSITION: □ YOU WILL IMPROVE AND MONITOR THE INTERNAL AUDIT PROGRAMS BASED IN BRUSSELS; □ IN ADDITION TO FINANCIAL AND ACCOUNTING AUDIT ACTIVITIES, YOU WILL CARRY OUT SPECIAL AUDIT ASSIGNMENTS AND BE INVOLVED IN MANAGEMENT-ORIENTED MISSIONS OF EITHER AN AUDIT OR NON-AUDIT NATURE.

PROFILE: □ AGE: ABOUT 26 YEARS; □ BACKGROUND: UNIVERSITY DEGREE IN ECONOMICS OR FINANCE; □ EXPERIENCE: AT LEAST 3 YEARS IN AN AUDIT FIRM; □ LANGUAGES: FLUENCY IN ENGLISH, IN FRENCH IS A PLUS; □ TRAVEL: ABOUT 40 % MOSTLY IN EUROPE.

PLEASE SEND YOUR RESUME TO MARIE-JOSE VILLOING, VESUVIUS INT. CORP., BOULEVARD DE LA WOLUWE 2, BOX 2, 1150 BRUSSELS.



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To secure the best appointments at a senior level needs more than good advice, accurate objectives and succinct presentation. InterExec not only provides career advice, but also a unique service to bridge the critical gap between consulting and the right job. Why waste time and money on unproductive letters?

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## FOR ACCOUNTANTS

### INSTITUTIONAL SALES

Prestigious U.S. investment house is looking for institutional salespeople, based in London, to join an aggressive team selling U.S. or U.K. equities to major clients in both the U.K. and Continental Europe. The successful candidate will have 2-5 years experience in int'l institutional sales.

### EURO-CONVERTIBLES

Prominent American investment bank seeks an individual with a strong background in Euro-Convertible sales or trading to head a department in London.

Salaries commensurate with experience

For further details call NYC 212-972-5544 collect  
Mary Lou Burns, Recruiting Consultant, Institutional Sales,  
Laura Clark, Recruiting Consultant, Euro-Convertibles

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342 Madison Avenue, NEW YORK NY 10173 USA



SECTION II - COMPANIES AND MARKETS FINANCIAL TIMES

Thursday March 3 1988

Showing the way in CAD/CAM

FERRANTI INTERNATIONAL

BOC to sell US carbon graphite units for \$240m

By CLAY HARRIS IN LONDON

BOC Group, the UK-based industrial gases producer, is to sell its US carbon graphite operations to its US subsidiary, BOC USA, a consortium led by a BOC director. BOC announced the sales yesterday after concluding that the US Justice Department was preparing to block an anti-trust ground previously agreed deal with Horsehead Industries, a private US company.

electrodes. BOC had argued that anti-trust regulators should consider the world market where Union Carbide, the US chemical company, is the dominant producer. Shows is paying \$100m for BOC's most modern electrode plant in South Carolina. The consortium will pay \$140m for two older factories in Pennsylvania and New York, as well as a Texas plant producing needle coke, an intermediate raw material for the electrodes; and a Kentucky operation making calcium carbides, which are used as a fertilizer feedstock and in acetylene production.

Woolworth increases earnings to \$251m

By ROBERT ORRIN IN NEW YORK

F.W. WOOLWORTH, the US retailer, which has engineered a substantial revival of its fortunes over the past five years, has reported a further increase in profits and sales. The improvement came in its specialty sales. West German stores while the performance of its US and Canadian general merchandise stores declined. Net profits for the fourth quarter ended January 30 rose 12 per cent to \$131m or \$2 a share, from \$117m or \$1.77 a year earlier. Sales grew by 10 per cent to \$2.22bn from \$2.01bn. Full-year net advanced 17 per cent to \$251m or \$2.51 a share, from \$214m or \$2.14 a year earlier at \$7.13bn against \$6.5bn.

Operating profits of Woolworth stores in the US slipped to \$95m in the year from \$96m a year earlier, while those of Canadian stores dropped to \$62m from \$70m. The West German unit boosted profits to \$73m from \$52m, although part of the higher profits and sales abroad reflected favourable translation into dollars as the US currency declined. Wal-Mart Stores, the third largest US retailer, has reported further sharp growth in profits and sales, thanks in part to the opening of 176 new stores during the year ended January 31. Fourth-quarter net profits rose 34 per cent to \$247.1m or 44 cents a share, from \$184.2m or 32 cents, on sales ahead 30 per cent at \$5.6m from \$3.85bn. Full-year net grew by 29 per cent to \$627.8m or \$1.11 a share, from \$450.1m or 79 cents a year earlier, on sales ahead by 24 per cent, to \$15.56bn from \$11.91bn. Excluding the new stores, sales rose 8 per cent in the quarter and 11 per cent in the year. Shareholders return on equity was 37 per cent against 25 per cent a year ago.

James Buchan in New York looks at the latest case of a chief executive abandoning retirement Spoor returns to lead the fray at Pillsbury

A NEW KIND of management succession is catching on in US boardrooms. A strong and influential chief executive picks his successor and retires. A year or two passes. Things go badly. The directors get restive and recall the old man, grumbling but eager, from the golf-links of Florida or the Wyoming trout streams. His protégé quits or is fired.

In the past two years, this drama has been played out, with variations, at BankAmerica, J. Walter Thompson and Beatrice. On Monday, it received its definitive performance at a Florida hotel where the directors of Pillsbury, the big Minneapolis food group, held a board meeting. During the meeting, Mr John Stafford, 51, quit the group he has headed as chairman for just three years. He is replaced, for the moment, by Mr William Spoor, who is 65 and ran the company with an iron grip for 13 years before Mr Stafford.

Wall Street is still buzzing with the boardroom coup. Investment analysts say the directors were alarmed that the venerable company might fall prey to a takeover or bust-up unless management came to grips with its problems and raised its earnings and stock price. "They had to make the change to ensure the independence of the company," says Mr John McMullen, an analyst at Prudential-Bache. These analysts say that Mr Stafford was simply not up to the job of running a \$6bn company

had been for a century, although it already owned Burger King. Mr Spoor, the son of a flour salesman who has only ever worked at Pillsbury, turned the stolid grain concern into a big-league food company with acquisitions in frozen and packaged foods and restaurants, including the Steak & Ale and Godfather's Pizza chains. Mr Spoor hoped to balance out Pillsbury's mature flour and dough businesses by following the American public out of their kitchens and into restaurants.

Mr Spoor's ferocious style is legendary. Mr Steven Carnes, who used to work at Pillsbury, handling investor relations, says that one day in 1979 he hid when Mr Spoor came raging down the passage. "The stock was falling every day," said Mr Carnes, now a broker at the Minneapolis firm, Piper Jaffray. "I heard him yelling that it was me sending the stock down, so I just dove under the desk." In 1979, Mr Spoor bought the Green Giant vegetable company and with it Mr Stafford, a good-looking Yale man and former Marine who had done well in the advertising business and headed the Green Giant marketing department. He went on to run Pillsbury's packaged foods



business, where profits grew sharply under his management, and then took over as chief executive, president and chairman in 1985. This brought him into direct contact with the restaurant operations down in Miami for the first time and analysis complain he had no feel for the fiercely competitive business. Burger King was suffering from high management turnover and a disastrous advertising campaign - the celebrated "Herb the Nerd" spots done by J. Walter Thompson. Managers kept tinkering with the menus without finding a winning formula. In the year to May 1987, operating profits in the restaurant divisions fell 28 per cent and Pillsbury suffered its first decline in earnings (from \$208m to \$183m) since before the Spoor era. Last September, Burger King did fire JWT and picked N. W. Ayer to revamp the chain's advertising. But the result, according to Advertising Age, is no better. The new ads are

"sloppy, uneven, confusing, not a little bizarre," the magazine said on its front page last week. In October, Mr Spoor was invited back by the directors to Pillsbury, ostensibly to work on "special projects." For many industry observers, Mr Stafford's days were numbered. In January, Mr Stafford played his last card. He said he would close more than 100 restaurants he had just launched and take a charge to profits of \$91m - but this did not go far enough for Wall Street. "There was just too much analysis, and not enough leadership," said Mr Carnes. "Mr Stafford would not take the tough decisions necessary," said Mr Craig Carver, a broker at the Piper Jaffray. In just two days as chairman, Mr Spoor has moved quickly to restore confidence among employees and on Wall Street. Speaking after the close of the two-day board meeting on Tuesday, Mr Spoor scotched rumours that Burger King or Pillsbury itself might be for sale, shuffled management in the packaged food business, and created an operations committee to bring the food managers in Minneapolis and the fast-food people in Miami together.

Pepperell bids for Stevens

By ANATOLE KALETSKY IN NEW YORK

J.P. STEVENS, the large US textile company which was considering going private in a leveraged buyout led by its own management, has received a \$1bn merger offer from West Point-Pepperell, the biggest US textile concern. Stevens added that one other outside bidder had also come forward, but would not disclose further details of this offer.

West Point-Pepperell, which has offered \$56 a share in cash for Stevens, is a Georgia-based company with a turnover of more than \$2bn. The group specialises in many of the same products as Stevens and may have to sell some assets to avoid anti-trust complications.

UK insurance rules criticised

By CLIVE WOLMAN IN LONDON

SIR GORDON BORRIE, the UK's Director General of Fair Trading, yesterday published his most stinging condemnation of the new investor protection framework in his report on the rule-book of Lantro, the life insurance and unit trust industry's self-regulatory organisation (SRO). He accused Lantro of setting up a price-fixing cartel, the only justification for which was the unacceptable suppression of information to customers about the commissions being paid to insurance brokers and advisers. The special position given to life assurance and unit trusts

under the new regime distorted competition. They alone can be sold by door-to-door salesmen and through a commission system "which is less than transparent." He renewed his criticisms of the polarisation, by which bank managers and insurance intermediaries are barred from selling their own company's unit trusts and insurance policies if they purport to be independent advisers. He criticises the Lantro polarisation rules and says they give the insurance companies an unfair advantage over banks.

Buyout at Ingersoll unit

By NICK GARNETT IN LONDON

INGERSOLL ENGINEERS, the management consultancy arm of Ingersoll International, the US machine tool maker, has been bought by its managers. The four separate divisions of Ingersoll Engineers in the US, West Germany, the UK and France, which together employ more than 300, are being set up as separate and autonomous companies. An international group board to oversee joint projects and exchange of information has been created, made up of representatives from the separate companies and from the Berliner Handel und Frankfurter Bank.

In each of the companies the bank holds 25 per cent of the equity with Ingersoll staff holding 75 per cent. The sale price was not disclosed. Ingersoll Engineers is not one of the world's largest management consultancies but it has done a lot of work on shopfloor reorganisation and re-equipping at some of the main manufacturing companies in Europe and North America. Ingersoll International, which specialises in making large special purpose machines used, for example, by vehicle and aircraft manufacturers had sales last year of about \$40m.

THE FUJI FIRE AND MARINE INSURANCE COMPANY, LIMITED U.S.\$110,000,000 4 3/4 per cent. Bonds 1993 with Warrants to subscribe for shares of common stock of The Fuji Fire and Marine Insurance Company, Limited Issue Price 100 per cent. List of international financial institutions including Nomura International Limited, Daiwa Europe Limited, etc.

NORWAY HAS UPGRADED LONDON To be more precise, we have upgraded our London representative office at 20 St. Swithins Lane, EC4, to full branch status. This significant strengthening of Union Bank of Norway's City presence indicates the major role envisaged for our London Branch in making the most of the new opportunities that will emerge in domestic and international markets. Union Bank of Norway has the largest market share in public sector financing. We also operate as the central bank to Norway's savings banks with a retail network of over 1,300 outlets, the largest bank network of any banking group in the country. Only two of a number of compelling reasons for talking to us. Please contact Paul Stevenson or Ivar Spurkeland at our London Branch, 20 St. Swithins Lane, London EC4N 8AD. Tel: 01-929 2391. Head Office in Oslo with subsidiary in Luxembourg and representative offices in Copenhagen, Helsinki, New York and Stockholm. Union Bank of Norway is known domestically as ABC bank. Union Bank of Norway





INTERNATIONAL CAPITAL MARKETS AND COMPANIES

Laura Raun and Tim Dickson on a Dutch-Belgian banking alliance

A long engagement in prospect

WHEN GENERALE de Banque's forerunner was founded in 1822, it was on a Royal charter granted by King William I of the Netherlands...

the two sides to exchange 9.9 per cent of their share capital, with the ultimate goal of forming a multinational banking group in three years' time...

Belgium in medium term notes programme

BELGIUM HAS established a programme to issue up to \$250 million of medium-term notes...

Issue activity reduced but confidence remains

MOST CURRENCY sectors of the Eurobond market were firm yesterday although new issue activity was reduced to a trickle...

INTERNATIONAL BONDS

A DM200m seven-year 6 1/2 per cent bond for the Hungarian National Bank launched to a keen reception on Tuesday...

MoF to report on banks soon

THE JAPANESE Ministry of Finance is expected to complete an interim report on banks' capital adequacy standards in mid-March...

Oslo in insider trading move

THE OSLO BOURSE, one of the last stock exchanges in the world to implement electronic trading...

Need to streamline

Neither bank is particularly profitable by international standards; they rank 76th and 78th in the world's top 100 banks...

Teletas offer oversubscribed

TURKEY'S FIRST substantial privatisation exercise was more than twice subscribed at the close of applications yesterday...

Company Notices

LONRHO FINANCE PUBLIC LIMITED COMPANY (the "Company") Notice of adjourned meeting of holders of US\$500,000 4 1/2 per cent Convertible Guaranteed Bonds Due 2002 of the Company...

Amsterdam SE to modernise merger code

THE AMSTERDAM Stock Exchange is seeking to modernise the Netherlands' old-fashioned merger code after suffering several embarrassing incidents during the recent takeover battle surrounding Amstel...

Turnover tax for Sweden

THE SWEDISH Finance Ministry has announced that a proposed 0.85 per cent turnover tax on the credit market would take effect from January 1 next year...

FT INTERNATIONAL BOND SERVICE

Table listing international bonds with columns for Issuer, Amount, Maturity, and Yield. Includes sections for US MILLS, STRAIGHTS, YEN STRAIGHTS, OTHER STRAIGHTS, CONVERTIBLES, and FLOATING RATE NOTES.

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G.U.S. INTERNATIONAL N.V. \$ US 15 000 000 - 9 1/2 % - 1974/1989. Includes bond details and redemption information.













EUROPEAN OPTIONS EXCHANGE

Table with columns: Series, May 88, Jun 88, Jul 88, Aug 88, Sep 88, Oct 88, Nov 88, Dec 88. Lists various options series and their prices.

Table with columns: Series, May 88, Jun 88, Jul 88, Aug 88, Sep 88, Oct 88, Nov 88, Dec 88. Lists various options series and their prices.

BASE LENDING RATES

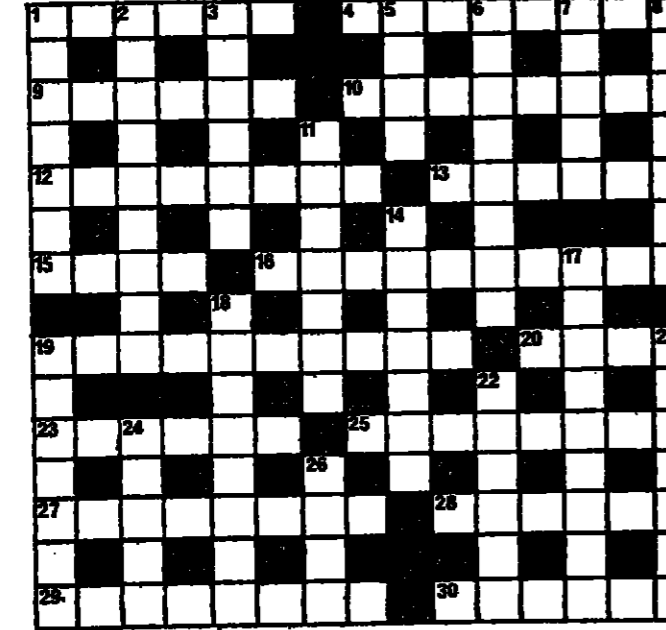
Table listing base lending rates for various banks and financial institutions, including columns for bank names and interest rates.

FT UNIT TRUST INFORMATION SERVICE

Large table titled 'AUTHORISED UNIT TRUSTS' listing numerous unit trusts, their managers, and performance data. Includes columns for trust names, managers, and various financial metrics.

Advertisement for 'NORTH AMERICAN COMMERCIAL PROPERTY' survey, including contact information for Joanna Dawson and Bracken House, 10 Cannon Street.

FT CROSSWORD No.6,571 SET BY VIXEN



- List of crossword puzzle clues, including 'ACROSS' and 'DOWN' sections with numbered items.



FT UNIT TRUST INFORMATION SERVICE

Company Name	Investment Focus	Units	Price	Change	Dividend	Yield
Provincial Assurance Co Ltd	Life Assurance	1000	125.00	0.00	0.00	0.00%
Provincial Assurance Co Ltd	Life Assurance	1000	125.00	0.00	0.00	0.00%
Provincial Assurance Co Ltd	Life Assurance	1000	125.00	0.00	0.00	0.00%
Provincial Assurance Co Ltd	Life Assurance	1000	125.00	0.00	0.00	0.00%
Provincial Assurance Co Ltd	Life Assurance	1000	125.00	0.00	0.00	0.00%
Provincial Assurance Co Ltd	Life Assurance	1000	125.00	0.00	0.00	0.00%
Provincial Assurance Co Ltd	Life Assurance	1000	125.00	0.00	0.00	0.00%
Provincial Assurance Co Ltd	Life Assurance	1000	125.00	0.00	0.00	0.00%
Provincial Assurance Co Ltd	Life Assurance	1000	125.00	0.00	0.00	0.00%
Provincial Assurance Co Ltd	Life Assurance	1000	125.00	0.00	0.00	0.00%

OFFSHORE AND OVERSEAS

MANAGEMENT SERVICES

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FT UNIT TRUST INFORMATION SERVICE

LONDON SHARE SERVICE

Table of FT Unit Trust Information Service, listing various unit trusts with columns for Name, Manager, and other details.

Table of LONDON SHARE SERVICE, including sections for BRITISH FUNDS, FOREIGN BONDS & RAILS, and AMERICANS, with columns for Name, Price, and Yield.

Table of Money Market Trust Funds and Money Market Bank Accounts, listing various financial products and their details.

LONDON SHARE SERVICE

AMERICANS - Contd. Table with columns for stock names, prices, and changes.

BUILDING, TIMBER, ROADS - Contd. Table with columns for stock names, prices, and changes.

DRAPERY AND STORES - Contd. Table with columns for stock names, prices, and changes.

ENGINEERING - Contd. Table with columns for stock names, prices, and changes.

INDUSTRIALS (Misc.) - Contd. Table with columns for stock names, prices, and changes.

INDUSTRIALS (Misc.) - Contd. Table with columns for stock names, prices, and changes.

CANADIANS Table with columns for stock names, prices, and changes.

ELECTRICALS Table with columns for stock names, prices, and changes.

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Table with columns for stock names, prices, and changes.

BANKS, HP & LEASING Table with columns for stock names, prices, and changes.

CHEMICALS, PLASTICS Table with columns for stock names, prices, and changes.

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BEERS, WINES & SPIRITS Table with columns for stock names, prices, and changes.

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BUILDING, TIMBER, ROADS Table with columns for stock names, prices, and changes.

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LONDON SHARE SERVICE

INSURANCES - Contd

Table listing insurance companies and their share prices, including Royal Indemnity, Commercial Union Assurance, and others.

PAPER, PRINTING, ADVERTISING - Contd

Table listing companies in the paper, printing, and advertising sectors, such as Newsprint, Printers, and Advertising agencies.

TEXTILES - Contd

Table listing textile companies and their share prices, including various spinning and weaving firms.

TRUSTS, FINANCE, LAND - Contd

Table listing trusts, financial institutions, and land-related companies, such as investment trusts and banks.

OIL AND GAS - Contd

Table listing oil and gas companies, including exploration and production firms.

MINES - Contd

Table listing mining companies and their share prices, covering various mineral extraction firms.

LEISURE

Table listing leisure and entertainment companies, such as hotels, resorts, and media firms.

PROPERTY

Table listing property and real estate companies, including developers and landlords.

TOBACCO

Table listing tobacco companies and their share prices.

TRUSTS, FINANCE, LAND

Table listing trusts, financial institutions, and land-related companies.

OVERSEAS TRADERS

Table listing overseas trading companies and their share prices.

PLANTATIONS

Table listing plantation companies and their share prices.

MOTORS, AIRCRAFT TRADES

Table listing motor vehicles and aircraft-related companies.

Commercial Vehicles

Table listing commercial vehicle companies.

Components

Table listing automotive and aircraft components companies.

Garages and Distributors

Table listing automotive and aircraft service companies.

MINES

Table listing mining companies.

NOTES

Notes section providing additional information and commentary on the market.

NEWSPAPERS, PUBLISHERS

Table listing newspaper and publishing companies.

PAPER, PRINTING, ADVERTISING

Table listing paper, printing, and advertising companies.

SHIPPING

Table listing shipping and maritime companies.

SHOES AND LEATHER

Table listing shoe and leather goods companies.

SOUTH AFRICANS

Table listing South African companies.

TEXTILES

Table listing textile companies.

Regional and Irish Stocks section listing various international market indices and stock prices.

Traditional Options section listing 3-month call rates for various stocks.

LONDON STOCK EXCHANGE

FT-SE index closes above 1800 for the first time since October 1987 crash

Account Dealing Dates... The UK STOCK market pushed convincingly through the FT-SE 100 mark yesterday for the first time since the week of the market crash of last October...

taken after the market's recent advance. US Treasuries gave a less positive lead, and London traders were again wary of an announcement of a new official FT issue. No issue was made yesterday, and the spotlight switched to Friday afternoon, often favoured by the authorities for TAP announcements.

Long-dated Gilt shied about 1/4, and the medium about 1/2. Interest-linked sector, where the '88 stock is now close to maturity. Investors switched to the nearest-dated FT stocks, putting 1/2 point on the '82 stock, and 1/4 on the '90.

British Aerospace shares steadied after the management convinced some City analysts, at a meeting on Tuesday evening, that the planned purchase of Rover would be "good for future earnings per share growth", provided the deal can be done cheaply.

Encouraged in the closing minutes by early firmness on Wall Street, which brought strong US demand for London's blue chip stocks, the FT-SE 100 index closed at the best of the day, to show a gain of 28.5 points at 1807.5.

The cash coffers of the major institutions are known to be healthy, well able to support a further advance from the FT-SE 100 mark. "The equity market could now sprint to 1800", commented Mr. Bob Semple of County NatWest, although he added that "in that case you should probably get out".

Equities opened cautiously but were quickly led higher by a surge in the FT-SE 100 Futures market, where the March contract cleared a resistance level to touch a significant premium over the underlying index. After touching 181, the Footsie contract closed at 180.7, no longer at a premium, leaving traders to guess at this morning's opening in the Futures contract.

Strong equity volume, at 534.5m shares at 5.0pm, moved up into turnover levels not seen since mid-December. Substantial trading was seen in such major stocks as British Petroleum, British Gas, Plessey, Glaxo, STC and Lloyds Bank.

From today, investors can buy shares at a premium for the new account, which opens on Monday and spans Budget Day. Institutional investors and market-makers moved into equities yesterday to pre-empt the expected advance in the market as Budget Day approaches.

By contrast, UK Government bonds closed easier after a desultory session. Turnover was moderate, and some profits were

displayed features. Graham Motor sporting 10 to 10sp following BZW advice that the shares are grossly overvalued at the price of 7.5. Western Metals jumped 15 to 451p but T.C. Cowie managed only a small improvement to 12sp, the more-than-doubled annual profits having been discounted.

Reed International responded to a combination of revived take-over speculation and US influence, gaining 18 to 42sp, while United Newspapers emerged from a quiet spell to end 15 higher at 42sp. Shareweek were restrained by the 315-32m rights issue, necessary to finance the acquisition of International Public Relations. Japan's largest independent PR consultancy, and the UK McCann Consultancy. The shares eased before reverting to the overnight 530p. FKB rose 25 to 250p and WFP advanced 4 to 534p, the latter in expectation of good annual profits today.

John Crowther unravelled sharply higher full-year results in line with expectations but the shares responded to a confident statement and reports that analysts had taken a bullish stance after a meeting with the company. The close was 9 up at 12sp.

M & G returned to prominence as a takeover speculation re-ignited and the shares closed 9 higher at 36sp. Centrawest Trust jumped 23 more to 175p but Parfish dropped 30 to 285p after the 14.5m rights issue, forecast of losses and dividend omission. Faribus French 11 responded to news of share stake changes, gaining 7 to 64p.

Dealers reported a useful turnover in Traded Options with the total number of contracts rising to 33,232. Calls amounted to 25,317 and puts 7,915. British Aerospace were actively traded in the wake of its proposed purchase of Rover. Group recorded 3,192 with the most popular series being the May 307a. British Gas registered 2,319 call and 510 puts. The FTSE contract attracted 969 calls and 1,211 puts.

The proposed 22m rights issue (two-for-one at 230p) to help fund the acquisition of US group Data Architects for \$45m upset Logica, which tumbled 23 to 26p. Rowntree attracted support ahead of the preliminary figures, due on March 17, and rose 15 to 45p, while Hillside firm 8 to 85p following publicity given to a broker's circular.

Lucas Industries continued the good run, gaining 13 more to 467p. Albert E. Sharp, the Midlands broking house, rates the stock a strong play with many opportunities in Europe over the next few years. Distributors also

Group had moved in again to hold to over 6.5 per cent. The UK chemical leader is proposing to buy the outstanding 26 per cent of subsidiary Canadian C-I-L Inc. in a deal worth nearly £815m.

FINANCIAL TIMES STOCK INDICES table with columns for Mar 2, Mar 3, Feb 29, Feb 25, Feb 22, Year Ago, 1987/88, and Since Completion. Includes sub-tables for S.E. ACTIVITY and LONDON REPORT AND LATEST SHARE INDEX.

LONDON REPORT AND LATEST SHARE INDEX. TEL. 0898 123001

building operations in Plessey by West Germany's Siemens and America's AT & T the spotlight remained focused on fellow electronics group STC. The latter, after Tuesday's figures-inspired run, settled 2 off at 250p on turnover of 5.5m.

Glaxo, the pharmaceutical manufacturer, attracted increased support, from both domestic and overseas funds and rose 1/2 to 510 1/2 as investors looked to the interim results scheduled for March 14.

Mr. Steven Flagg, analyst at Robert Fleming Securities, feels that Glaxo is currently undervalued and expects the shares to outperform once the half-year figures are out of the way. He cites a forthcoming research and analysis presentation due on April 12 as another reason for buying the stock.

by the anti-trust authorities. The new arrangement, which takes in the sale of other graphite electrode plants, not originally included, was described by Mr. Richard Giddens, BOC's chairman and chief executive, as "a better deal in many respects", which brings a more complete divestment of the company's graphite business.

Allied-Lyons lost upward momentum following reports that Bond Corporation, the Australian conglomerate, was about to launch a \$100m bond issue, convertible after five years into shares of Allied-Lyons. The Australian group officially holds a 5 per cent stake in the UK brewer but is thought to have increased the holding via market purchases during the previous two sessions.

General Accident's profits came out at £204.4m and failed to match some estimates of up to £225m. General Accident's share price, up to 904p immediately following CU's figures, subsequently fell back to close a net 3 off at 885p.

Trusthouse Forte, the hoteliers, and Grand Metropolitan were major beneficiaries from news that Britain's tourist trade hit a new peak last year in terms of visitors and money spent. Figures from the British Tourist Authority showed a 21 per cent rise in visitors from the United States.

Trusthouse Forte rose 10 to 84p on turnover of 4.9m shares, 85p following publicity given to a broker's circular.

Trusthouse Forte rose 10 to 84p on turnover of 4.9m shares, 85p following publicity given to a broker's circular.

FT - ACTUARIES INDICES

These indices are the joint compilation of the Financial Times, the Institute of Actuaries and the Faculty of Actuaries

Table with columns for EQUITY GROUPS & SUB-SECTIONS, Wednesday March 2 1988, and various financial metrics like Index, % Change, etc.

FIXED INTEREST

Table with columns for PRICE INDICES, British Government, 5 years, 10 years, etc., and various financial metrics.

LONDON TRADED OPTIONS

Table with columns for CALLS, PUTS, and various stock options like Allied-Lyons, British Gas, etc.

NEW HIGHS AND LOWS FOR 1987/88

Table listing new highs and lows for various stocks in 1987/88.

TRADING VOLUME IN MAJOR STOCKS

Table showing trading volume in major stocks.

RISES AND FALLS YESTERDAY

Table showing rises and falls in various stock categories yesterday.

LONDON RECENT ISSUES

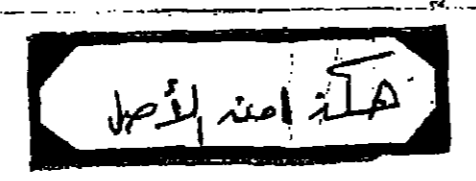
Table listing recent issues in London, including company names, amounts, and dates.

FIXED INTEREST STOCKS

Table listing fixed interest stocks and their prices.

"RIGHTS" OFFERS

Table listing rights offers for various companies.



WORLD STOCK MARKETS

Table of world stock markets including Australia, Canada, France, Germany, Italy, Japan, Netherlands, New York, and Switzerland. Columns include stock names, prices, and changes.

CANADA

Table of Canadian stock markets including Toronto and Montreal. Columns include stock names, prices, and changes.

OVER-THE-COUNTER

Table of over-the-counter market closing prices for various stocks.

Indices

Table of various stock indices including Dow Jones, Standard and Poors, and others.

CHIEF LONDON PRICE CHANGES YESTERDAY

Table of price changes for various commodities and currencies in London.

TOKYO - Most Active Stocks

Table of most active stocks in Tokyo.

Advertisement for Financial Times, featuring the headline 'Have your F.T. hand delivered in Norway' and contact information for Heidi Aastorp.



NYSE COMPOSITE CLOSING PRICES

AMEX COMPOSITE CLOSING PRICES

Table of NYSE Composite Closing Prices. Columns include Stock, High, Low, Last, and Change. Includes sub-sections for 'Continued from Page 32' and 'Over-the-Counter'.

Table of AMEX Composite Closing Prices. Columns include Stock, High, Low, Last, and Change. Includes sub-sections for 'Over-the-Counter' and 'Over-the-Counter Nasdaq national market, closing prices'.

OVER-THE-COUNTER Nasdaq national market, closing prices

Table of Over-the-Counter Nasdaq national market closing prices. Columns include Stock, High, Low, Last, and Change.

Advertisement for Athens Financial Times. Text: 'Have your F.T. hand delivered... at no extra charge, if you work in the business centre of ATHENS'. Includes contact information for Athens (01) 7237167.

AMERICA

Blue chips pare away gains as Dow ends slightly up

THE MARKET failed to hold on to early gains on Wall Street yesterday amid weakness in blue chip stocks, but it remained slightly above its post-crash high of the last two sessions, writes Deborah Hargreaves in New York.

Factory goods order figures for January, released yesterday, showed a 0.6 per cent drop, which was smaller than expected, but this failed to have a significant impact on the bond market.

Canada

ENERGY, GOLD and base metal mining stocks led Toronto share prices higher in moderate trading.

EUROPE

West Germany hit by profit-taking

PROFIT-TAKING pulled share prices down in Frankfurt, Paris and Milan after recent strong rises, with overseas investors focusing their buying orders on Zurich and Amsterdam, where blue chips were in good demand, writes Our Markets Staff in London.

London

STRONG buying of blue chip stocks by UK and US institutions helped send shares to their highest point since the week of the market crash, with turnover at levels not seen since mid-December.

FI 215.10 pending annual results due today. Unilever, which reported on Tuesday, added FI 2.10 to FI 115.90 for further consideration of its results.

SOUTH AFRICA

GOLD SHARES moved in line with the gold price, ending slightly firmer but off the day's highs as the price of gold slipped below \$430 just before the close.

Sch20.55bn (\$1.73bn) to Sch18.76bn. The total market value of the shares dropped from Sch64.16bn in 1986 to Sch53.22bn in 1987 and the average yield slipped from 7.9 per cent to 7.076 per cent.

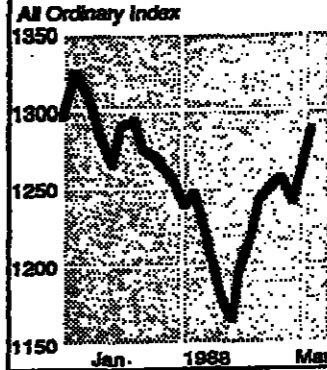
ASIA

Steep climb continues in rapidly expanding turnover

Tokyo

INVESTORS grew increasingly bullish in Tokyo yesterday, helping to push up share prices almost across the board, writes Shigeo Nishikawa of Jiji Press.

Australia



LEADING industrial and resource stocks were the focus of attention and the market closed higher in most sectors, with sentiment boosted by solid results from leading miner CRA.

12 to 1,285.9, with the gold index climbing 15.5 to 1,489.6.

Hong Kong

LATE profit-taking trimmed early gains, but shares closed higher in active trading, buoyed by tax concessions unveiled in the Budget.

Singapore

BARGAIN-hunting alternated with profit-taking to leave shares mixed at the close after a quiet day's trading.

Australia

LEADING industrial and resource stocks were the focus of attention and the market closed higher in most sectors, with sentiment boosted by solid results from leading miner CRA.

Tax worries unsettle Austrian investors

THE AUSTRIAN bourse has made a disappointing start to 1988 despite surviving the October crash reasonably well, writes Judy Dempsey in Vienna.

dividends, but bonds are untaxed. However, income spent on newly issued shares is tax deductible if they are bought within a given time limit and if the issue value does not exceed a specified amount.

On the securities markets at a time when the authorities are introducing a partial privatisation of state-run industries and banks, including Austrian Airlines in May.

More encouragingly, the Vienna bourse fell no more than 13 per cent after the world stock market crash. The effects of Black Monday were mitigated by the fact that no share can fall or rise more than 5 per cent on a single trading day.

FT - ACTUARIES WORLD INDICES

Jointly compiled by the Financial Times, Goldman, Sachs & Co., and Wood Mackenzie & Co. Ltd., in conjunction with the Institute of Actuaries and the Faculty of Actuaries

Table with columns for National and Regional Markets, Wednesday March 2 1988, Tuesday March 1 1988, and Dollar Index. Rows include Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Hong Kong, Ireland, Italy, Japan, Malaysia, Mexico, Netherlands, New Zealand, Norway, Singapore, South Africa, Spain, Sweden, Switzerland, United Kingdom, and USA.

ABA Holding, Inc. has acquired LOZA from Allied Lyons Group

The undersigned negotiated, arranged the financial structure and acted as financial advisor to ABA Holding, Inc. BBL

January 29, 1988